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The City of San Rafael General Plan 2020

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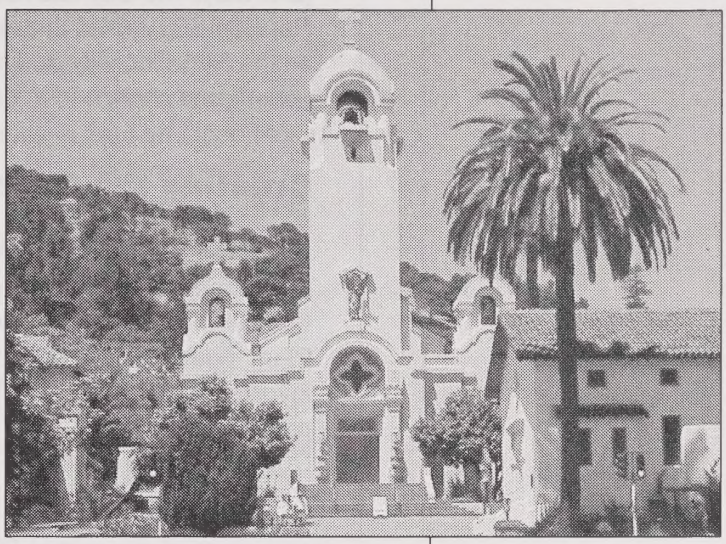
Introduction

San Rafael has a long history of city planning. The San Rafael Planning Commission was established in 1915, and the City's first zoning rules were adopted in the 1920s. Over the decades, the community planned and built neighborhoods, parks and community centers, and improvements to the highways and local streets. The result is a city in a lovely natural setting, complete with a thriving Downtown and many diverse neighborhoods, each with its own identity and character.



Planning is about change: What kind of city will the people who come after us live in? How can San Rafael become a better place? Since the 1960s, three General Plans have guided growth and change in San Rafael. This document replaces these earlier plans and provides guidance towards a horizon year of 2020.

What is a General Plan?

A general plan is the planning guideline for the future of a city. It contains goals, policies and programs describing the community's vision for economic viability, livable neighborhoods and environmental protection.

California State law requires that all cities and counties prepare and adopt general plans. These plans must be comprehensive, long-range and internally consistent. Every plan must address seven specific topics, or "elements." State law provides flexibility in how elements are organized and what additional topics may be included. The table shows the State-mandated elements and corresponding elements in San Rafael's plan. There are eight additional elements which have the same legal status as the mandatory elements. No one element, goal or policy supersedes any other.

State-Mandated Elements	San Rafael General Plan 2020 Elements
Land Use	Land Use, Community Design and Neighborhoods
Circulation	Circulation and Infrastructure
Housing	Housing
Open Space	Open Space, Parks and Recreation
Conservation	Conservation
Safety	Safety
Noise	Noise
	Governance and Community Involvement
	Economic Vitality
	Culture and Arts
	Air and Water Quality

State law allows the City to plan for areas outside its jurisdiction if those areas are related directly to the City's planning needs. Consequently, the area covered by this Plan includes all properties within the City limits as well as unincorporated pockets and lands in Marin County. With exception of the Silveira Ranch and the St. Vincent's School for Boys, the Planning Area corresponds to San Rafael's "Sphere of Influence" (SOI) that has been established by agreement with Marin Local Agency Formation Commission (LAFCO). The City has requested LAFCO remove these two properties from San Rafael's SOI. When this revision is made in the SOI, the Planning Area will be the same as the SOI. The City and Marin County benefit from mutual cooperation in planning growth and change in the unincorporated areas within San Rafael's Sphere of Influence.

Creating the General Plan

Initial Outreach. Between January and August 1998, the Community Development Department held a series of outreach 'conversations' with 49 community groups and over 600 people. Participants were asked what issues need to be addressed in the General Plan update, how to publicize the work of the General Plan Steering Committee and how to involve the community in the project. Several preliminary themes emerged from the conversations: traffic, the high cost of housing, enthusiasm for the recent changes Downtown, and quality of life issues. The suggestions from the General Plan conversations were used to draft a work program for the Planning Commission and City Council.

Steering Committee Appointed. In May 2000, the City Council appointed a 19-member Steering Committee to "prepare a recommended General Plan for the City of San Rafael." As part of that charge, Council asked that *San Rafael General Plan 2000* be updated to reflect recent neighborhood plans and visions, and changed circumstances in the community. The members were appointed as representatives not of a particular interest or area, but as community members involved in a wide variety of activities throughout the city. Over the next three years, the Steering Committee held 39 meetings in neighborhoods throughout the city.

Planning Issues Identified. The Committee first prepared a *Report Card* on the accomplishments of *General Plan 2000* and reviewed trends occurring in the city and region. In the fall of 2000, Steering Committee members met with 42 community groups (717 people) to identify the most important planning issues in San Rafael. People were asked to rank 26 issues on how well the City was doing on each of the topics, and then to identify the top ten issues facing San Rafael today. While not a statistically accurate study, the results revealed that people felt San Rafael was doing very well with public safety; and that the top planning issues were traffic, education, housing needs, and the transportation system.

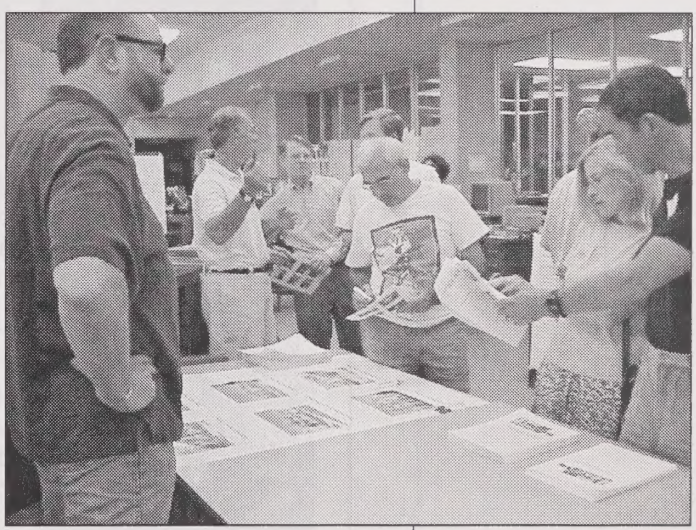
Visioning 2020. The Steering Committee next held three visioning sessions to discuss the future of San Rafael. Between September and November 2000, over 170 people attended a two-day Town Meeting, 25 youth attended a second visioning session at the MIYO Teen Center, and nearly 40 people participated in a visioning workshop held in Spanish at Bahia Vista School. Participants were asked questions like: What do we like most about this city? What do we want to change? What trends will affect San Rafael the most? What will our future transportation system look like? One of the strongest themes was the importance of inclusiveness and diversity in the broadest sense; maintaining a residential mixture of ages, backgrounds and a variety of buildings, businesses, housing, culture and recreation. The answers from the visioning sessions were used to draft a Vision Statement (page 15) outlining the City's aspirations for the future and to prepare a set of 36 draft General Plan goals.

Draft General Plan Policies. In December 2000, the City Council appointed 45 people representing a broad range of San Rafael's different constituencies to assist the Steering Committee in preparing "citywide policy recommendations to implement the General Plan goals." Four Task Groups were formed: Quality of Community Life, Getting Around Town, Economic Vitality, and Neighborhoods and Homes.

During the winter and spring of 2001, the Task Groups reviewed a *Background Report*, a resource of essential information about San Rafael's environmental, economic and social conditions, toured the city to see areas of specific interest to their topic, and wrote draft policies. In May, 2001, the Task Groups hosted an Open House so that community could review and comment on the draft policy directions being developed. An estimated 150 individuals from throughout San Rafael participated in the event. The Task Groups met for 23 sessions, and presented their recommendations to the Steering Committee and City Council in June 2001.

Land Use Changes. The Committee next turned its focus to land use and traffic modeling. In January 2002 the committee hosted a Community Design Charrette to obtain information and ideas from the community regarding future development and change in San Rafael. (A charrette is a short, intensive planning and design process.) Over two days, six potential 'change' areas, the Canalfront, Loch Lomond, Marin Square, Medway, Northgate, and Woodland Avenue, were studied in depth by teams of community members and volunteer architects. Over 100 community members and 48 volunteer architects participated in the charrette. Mixed-use, live/work and affordable housing emerged as a major land use in all six areas.

Writing the Draft Plan. Over the next year and a half, the Steering Committee tested future land use scenarios for traffic congestion, evaluated housing opportunity sites, drafted fifteen General Plan elements, and met with community groups. The Steering Committee worked in three subcommittees.



During Spring 2002, 18 community groups, consisting of 214 people, helped to evaluate the housing potential of various sites; their feedback was used to prepare a final 'housing sites' list for the Housing Element.

- The draft Housing Element was reviewed at a community workshop in October 2002. Over 100 people attended, over half from one neighborhood concerned about the identification of a school as a potential housing site.
- In May 2003, about 40 people attended a workshop to review results from the General Plan traffic modeling.
- During Spring 2003, 15 "loop out" meetings with over 280 people were conducted to give community groups an overview of the emerging General Plan 2020 recommendations.

In June 2003, the Steering Committee held a Community Open House on the draft General Plan. Approximately 150 people came to the Open House to discuss the issues facing San Rafael and strategies that were being recommended in the General Plan. There were several opportunities for participants to share their views, including posting their written comments on station display panels and attending discussion groups. In

August 2003, the Steering Committee presented its recommended General Plan to the City Council.

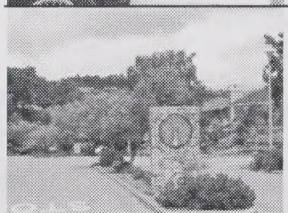
In addition to hosting community meetings and speaking with civic and neighborhood groups, the Steering Committee publicized its work through San Rafael 's *City Focus* newsletters, and a website that included information about meetings, draft documents and ways to provide input.

General Plan Themes

As the policies and programs evolved into the General Plan, the following themes emerged:

Keep San Rafael's 'hometown' character – San Rafael is a place unlike any other, mixing the old and new while retaining a sense of history, providing a comfortable sense of belonging to a special place.

Foster San Rafael's accessible and responsive government – San Rafael has an involved and committed citizenry dedicated to seeking solutions and improvement.



Improve the appearance of the neighborhoods – San Rafael is a city of neighborhoods both residential and commercial, and new, attractive and graceful buildings that complement and enhance existing neighborhoods.

Sustain the diversity of the local economy – The strength of San Rafael's local economy is its central location as a full service city with a wide range of goods, services, jobs and housing opportunities.

Increase the housing supply – New homes add to the vitality of San Rafael, retain diversity, provide housing for people who work here, reduce traffic, and can best be provided in mixed use commercial and infill areas.

Manage the traffic – San Rafael maximizes opportunities to improve traffic flow and increase opportunities for walking, biking and using transit.

Treasure the open spaces – Over the years, San Rafael residents have purchased and dedicated natural areas to save them as open space, resulting in surrounding hills that will remain natural backdrops to the community.

How the Plan is Organized

The San Rafael General Plan 2020 is organized into four sections:

Our Use of Land	Land Use Housing Neighborhoods Community Design
Our Foundation	Economic Vitality Circulation Infrastructure Governance
Our Quality of Life	Culture and Arts Parks and Recreation Safety Noise
Our Natural Resources	Open Space Conservation Air and Water Quality

Each element contains background information, and the following:

Goals: descriptions of what San Rafael wants to achieve – the end state.

Policies: specific or general statements of principle, positions or approaches on a particular issue or subject. "Must" or "shall" indicates mandatory requirements, and "should" or "may" indicates case-by-case flexibility, although parameters can be set for such statements.

Programs: actions, procedures, or activities by the City of San Rafael to achieve a specific policy and/or goal.

Responsibility: Responsible City departments. In the case of collaborations, the first department listed is the lead.

Timeframe:
Ongoing – Current program.
Short Term – Implementation within five years after adoption
Long Term – Implementation within six to twenty years after adoption
Housing Element programs may have a specific date, consistent with State law.

Resources: Potential sources of funding. Program implementation depends on the availability of funding and City Council priorities, and may be rely on partnerships and contributions. Resources listed in the programs are not intended to be exclusive. Types of resources include:

- Assessment District
- Bonds
- Capital Improvements Program
- Concessionaries
- Contributions and donations
- Dedications
- Fees, i.e. mitigation fees, park in lieu fees
- Fines
- General Fund
- Grants, i.e. State and Federal grants, Community Development Block Grants
- Joint Powers Agreement
- Parking Services Fund
- Partnerships
- Property Owners
- Redevelopment Funds
- Staff Time
- State Lands Mitigation Funds
- Tax, i.e., gas tax, stormwater tax, sales tax
- Utility Funds
- Volunteers

Implementing the General Plan

General Plan 2020 is the official policy framework for guiding decisions affecting the future of San Rafael. The City Council, City Boards and Commissions, City staff and San Rafael residents and business owners will implement the General Plan. Plan policies will be carried out through the adoption and revision of ordinances and City programs, through annual budgeting and capital improvement programming, through the participation of residents and community groups, and through decisions on development proposals.

The Plan is intended to be a living document that changes as the community changes. It is general and flexible enough to allow for future change, but specific enough to inform residents and decision-makers of the City's policies on the future use of individual properties. Many times the implementation of a policy is handled on a case-by-case basis to provide flexibility in responding to unique site Qor project circumstances. Decisions by the City Council and its advisory Boards and Commissions should be consistent with the goals and policies of this Plan. City staff uses the General Plan to guide planning actions, seek funding, and administer and regulate land use and development activity. The City also uses the General Plan as the basis for reviewing and recommending on projects in San Rafael's Sphere of Influence. While the School Districts, and State and County Agencies are not legally obligated to comply with the Plan, mutual cooperation benefits the residents and businesses of the community.

The organization of the elements, goals, policies and programs do not indicate a priority, unless otherwise stated. Given the broad scope of the General Plan, inherent tensions exist between Plan goals and policies that must be balanced against one another through the decision-making process on particular development and land use decisions. It is not the intent of the General Plan to predetermine these decisions, but rather to help guide the decision-making process.

Beyond the plan itself, there are other means of implementing its overall direction. The Zoning Ordinance constitutes the most specific form of land use regulation. Many changes to the Zoning Ordinance are a result of General Plan policies. Some proposed zoning changes are complex and require further study. Neighborhood plans are recommended to provide more specific direction for the future of certain areas in the community. The Capital Improvement Program is a critical component for prioritizing the many physical improvements listed in the Plan. Finally, City departments use the plan as guidance in setting work programs and to apply for grant funding for specific projects.

Most of the programs are the continuation of programs already in effect, but new programs are also proposed. Some will require a significant amount of public and private money to carry out. Others require partnerships and cooperation with other organizations and agencies.

Reviewing and Amending the Plan

To ensure that the Plan remains up to date and reflective of current city policy, and consistent with State law, implementation of the General Plan will be reviewed annually by the Planning Commission, which will recommend to the City Council any modifications that it considers necessary.

The process of growth and change is dynamic and unpredictable. For these reasons, continued monitoring of the impacts of the Plan and the assumptions upon which it is based are necessary. The Plan will be comprehensively reexamined and refined as part of a five-year review.

The procedure to amend *San Rafael General Plan 2020* is set forth in Resolution No. 8379 (1991). General Plan Amendments may occur up to four times a year, and require public hearings before the Planning Commission and City Council.

Vision

In 2020...

Life in San Rafael is cause for celebration.

We revere our natural setting, bathed in a Mediterranean climate, nestled in grassy wooded hills, with shoreline vistas and wetlands rich with wildlife and vegetation.

We are enriched by our diversity. Our community includes a broad mix of individuals, families and business enterprises of various racial, cultural and economic backgrounds. We are a vibrant community of consensus builders, with innovative leaders and active and informed residents. Our distinctive neighborhoods provide housing for people at all stages of life, at all income levels.

We honor our historic roots as a Mission City, one of the oldest in California. We have restored and maintained landmarks, including the Frank Lloyd Wright - designed Marin Civic Center, Falkirk Cultural Center, the Boyd Gate House and the Rafael Film Center.

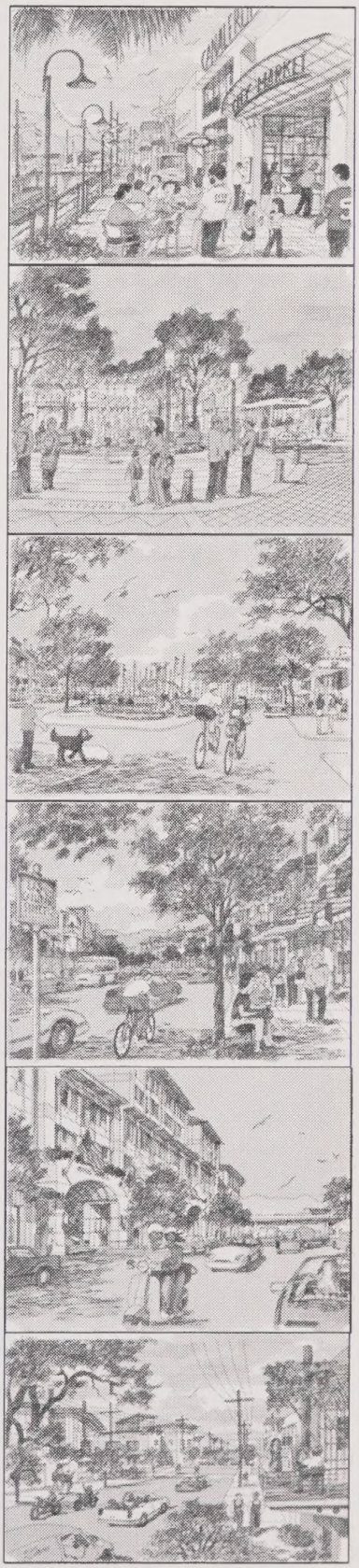
San Rafael's healthy economy is a product of our commitment to business vitality across a broad spectrum of enterprise. Our vigorous economy plays a key role in providing jobs, housing, safe and attractive neighborhoods and a well-maintained infrastructure.

San Rafael is a gathering place with exciting events offering a wide selection of cultural and entertainment venues and excellent restaurants. Our inspirational setting, cultural diversity, and community prosperity set the stage for a thriving arts community.

We have great schools and teachers. We are dedicated to providing a quality education for our children and ongoing educational opportunities for all.

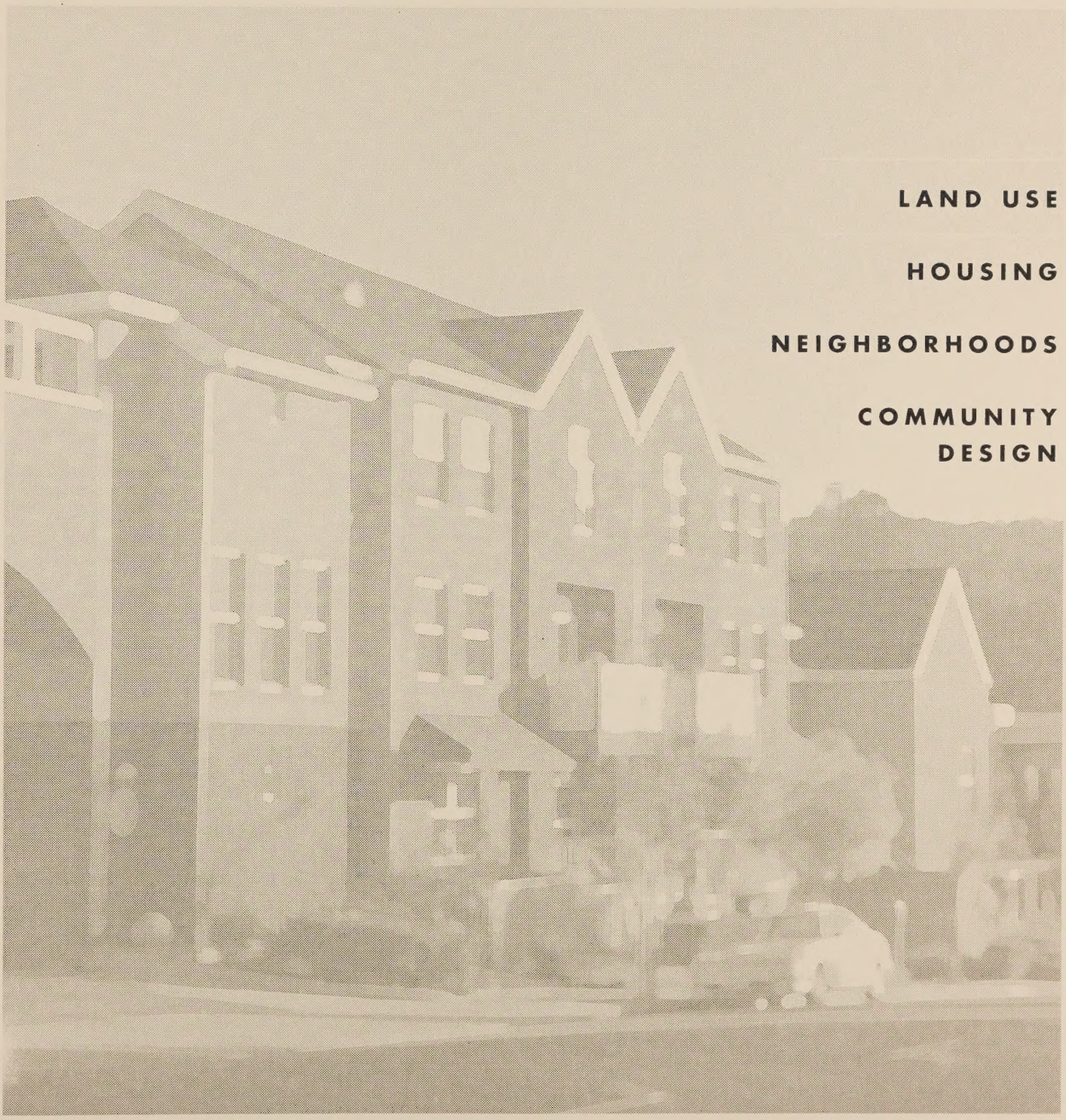
Our role as the economic, cultural, political, and social services center of Marin County is enhanced by excellent transportation. Our efficient system accommodates vehicles while encouraging walking and biking as safe, appealing and practical alternatives.

Small wonder that we are wont to exclaim: "We are living well in San Rafael."



Our Use of Land

SAN RAFAEL
GENERAL PLAN



LAND USE

HOUSING

NEIGHBORHOODS

COMMUNITY
DESIGN

Land Use

Introduction

San Rafael is a highly desirable place to live, work, or own a business because of its natural beauty, its central location in Marin County, and its proximity to San Francisco. The city's residential and commercial areas represent a great variety in land uses, from the intermingling of residential and commercial uses Downtown, to the more prevalent twentieth-century land use patterns separating residential and commercial uses. The City provides many advantages of urban living, while at the same time maintaining a hometown feeling in its residential neighborhoods and a distinctive downtown. Careful planning and community involvement regarding development in the City and the surrounding area preserves important physical features, such as ridgelines, hillsides and natural areas, while also providing for necessary services, employment and housing opportunities.

Land Use Benefits and Balance

Land use decisions in San Rafael are shaped by the community's desire to preserve and protect its natural resources, unique character, existing land use patterns, and quality of life. The nature and character of existing development and the desire for a continued strong local economy as well as existing and planned infrastructure capacity (including circulation, water, and energy) all influence planning for future land use. San Rafael's local planning efforts must also be responsive to regional and statewide planning agencies such as the Association of Bay Area Governments (ABAG), the Marin County Congestion Management Agency and the California Department of Transportation (Caltrans).

The amount and type of urban areas in San Rafael will remain essentially the same in 2020 as they are today. Very few vacant parcels remain; growth will occur principally through infill and redevelopment.

The community's desire for less commercial development, which will in turn require less additional housing, has resulted in 527,000 fewer square feet of commercial growth and 2.5 million fewer square feet of industrial/office development than projected under the previous *General Plan 2000*.

San Rafael's Land Use Changes and Successes

San Rafael has undergone many changes over the last several decades; here are some of the most notable:

Our Vision of Downtown San Rafael led to the revitalization of Downtown, including new high quality buildings, redevelopment of underutilized and vacant lands, entertainment venues, and the construction of hundreds of new homes. San Rafael's Transportation Center has become a major transit hub for buses and other transportation in Marin County.

Vision North San Rafael resulted in a planning guide north of Puerto Suello for development of a promenade for bicycles and pedestrians, a new entryway on Freitas, neighborhood-serving improvements at the Northgate shopping areas, and new housing.

Large retailers and auto dealers increased sales tax revenue for the City, and occupy prominent locations along the Highway 101 corridor.

Expansion of prominent land uses in San Rafael, such as the educational institutions of Dominican University and Marin Academy; the Montecito shopping center, Northgate Mall, and Northgate One benefited the community.

Improvements to many parks in San Rafael, including Jean and John Starkweather Shoreline Park along San Rafael Bay, which provides recreational uses along the waterfront and increases the number of recreational opportunities for residents. Historic buildings have been identified and protected, including the Rafael Theatre, the Falkirk mansion, and the Frank Lloyd Wright-designed Marin County Civic Center Administration building.

The policies of this Element guide future change to fit the desired character of San Rafael, preserve the City's historic qualities and natural environment, serve community needs, sustain the local economy, and enhance the quality of life. San Rafael's land use policies balance the different desires of San Rafael's residents. The policies are based on the belief that clear direction will result in decisions and changes that carry on San Rafael's sense of place – a place people are proud to call 'home.'

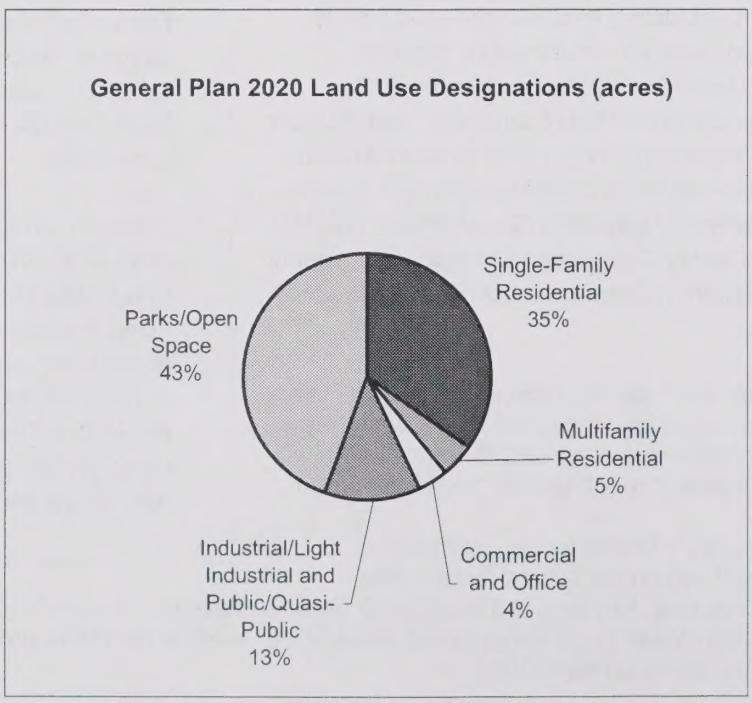
Relationship to Other General Plan Elements

California law requires the Land Use Element to designate the proposed general distribution, location, and extent of various categories of private and public land uses, and to set building intensity and population density standards. Other General Plan elements ensure that infrastructure, utilities, and public facilities are available to accommodate planned land uses, and that the unique qualities of San Rafael are safeguarded and enhanced. For example, maps, policies and programs related to flooding are located in the Safety Element.

In particular, this Element establishes development patterns and densities that support the Circulation Element's strategies for reducing reliance on the automobile, accommodating increased traffic from planned development, and promoting a wide variety of mixed uses and activities in the Downtown and other commercial areas. The Land Use Element includes a Land Use Map.

Relationship of the Land Use Element to the Zoning Map and Zoning Ordinance

The Land Use Map designates the land use pattern envisioned for the City. Zoning Map designations must be consistent with the General Plan in relationship to each land use category. The Zoning Ordinance sets forth regulations and standards for development to ensure that the policies, goals, and objectives of the General Plan are carried out. Rezoning can be initiated by the City Council, Planning Commission, or by an individual property owner.



GOAL 1: GROWTH TO ENHANCE QUALITY OF LIFE

It is the goal of the City of San Rafael to have growth that serves community needs and enhances the quality of life in San Rafael. *San Rafael values its historically significant and inspirational natural setting, with the widest variety of cultural, residential, employment, and entertainment offerings in Marin County. While the city will not grow significantly, it will be important to maintain and improve the existing types and areas of development that make San Rafael such a desirable place.*

Harmonizing change to serve community needs is of tremendous importance to San Rafael residents. New development and other physical alterations must respect the existing character and scale of the city. Change and development must be accomplished in a fashion that enhances and blends with San Rafael's existing qualities, both physical and social. In other words, development should respect the existing social fabric as well as the natural and built environment.

General Plan 2020 leaves in place most current development and zoning standards. The City's zoning encourages housing and mixed-use development in Downtown and along the city's transit corridors. General Plan 2020 also calls for new development to contribute to the provision of necessary public improvements to serve current and future populations such as open space, transportation, and affordable housing.

Targeting the type and location of new growth allows for the enhancement of areas that would benefit from improvement and adds needed jobs and housing without intruding on neighborhood quality of life.

Affordable housing is a significant community need in San Rafael. Present and future residents of San Rafael need housing that is affordable at various income levels. Housing can be part of new buildings in areas of town which need to be improved, in Downtown and other commercial areas and along transit corridors so that residents can walk to work and shopping.

At the same time, traffic congestion continues to be a major issue. In 1988, the City began a process called Priority Projects Procedure to allocate traffic capacity in certain areas of town in order to ensure consistency between new development and needed traffic improvements. This program is replaced with a Project Selection Process that applies citywide and evaluates desired community benefits of new development, while continuing to link new development with necessary roadway mitigations.

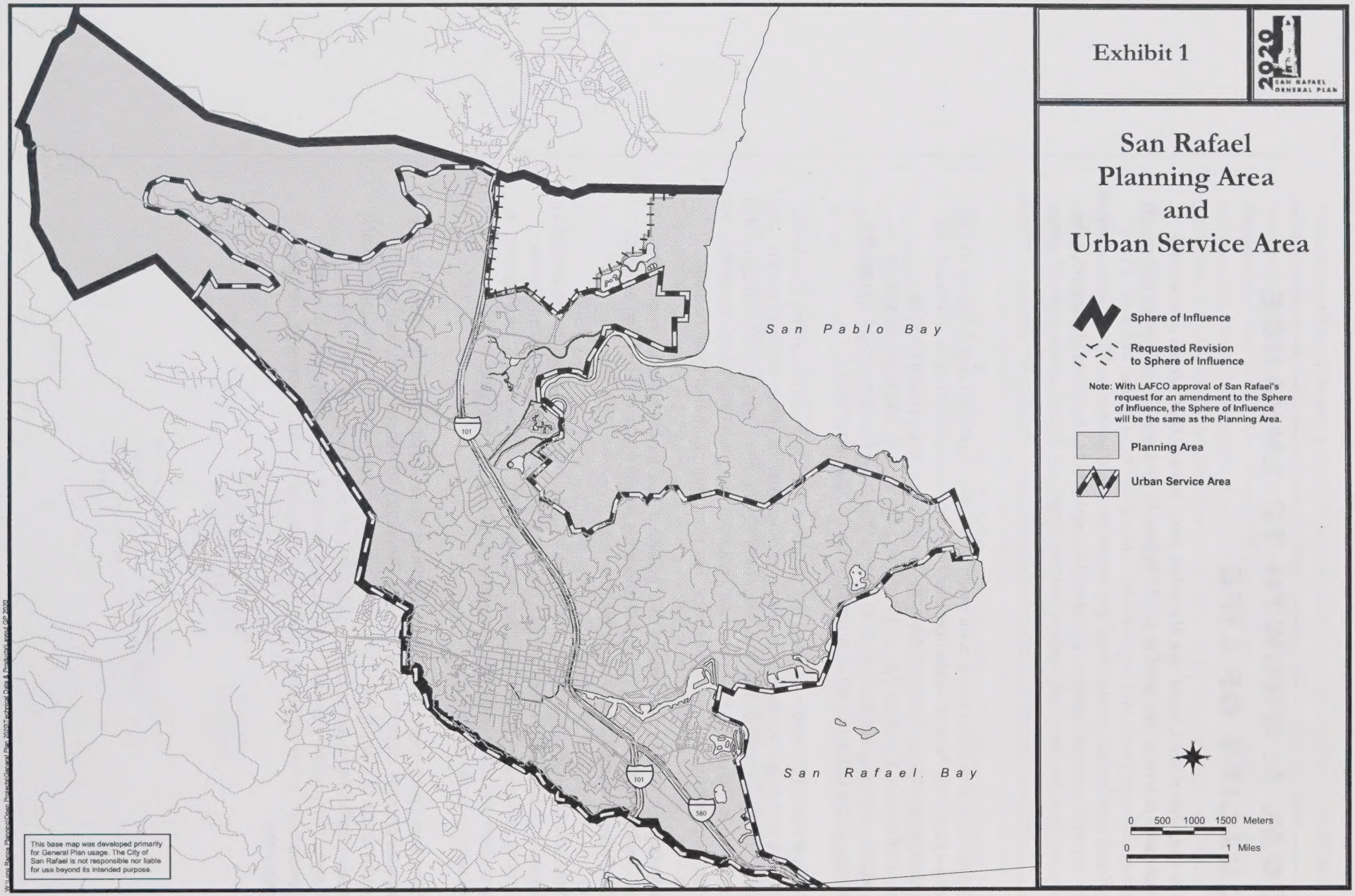


Exhibit 1
2020
SAN RAFAEL GENERAL PLAN
San Rafael Planning Area and Urban Service Area
Sphere of Influence
Requested Revision to Sphere of Influence
Note: With LAFCO approval of San Rafael's request for an amendment to the Sphere of Influence, the Sphere of Influence will be the same as the Planning Area.
Planning Area
Urban Service Area
San Pablo Bay
San Rafael Bay
101
580
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

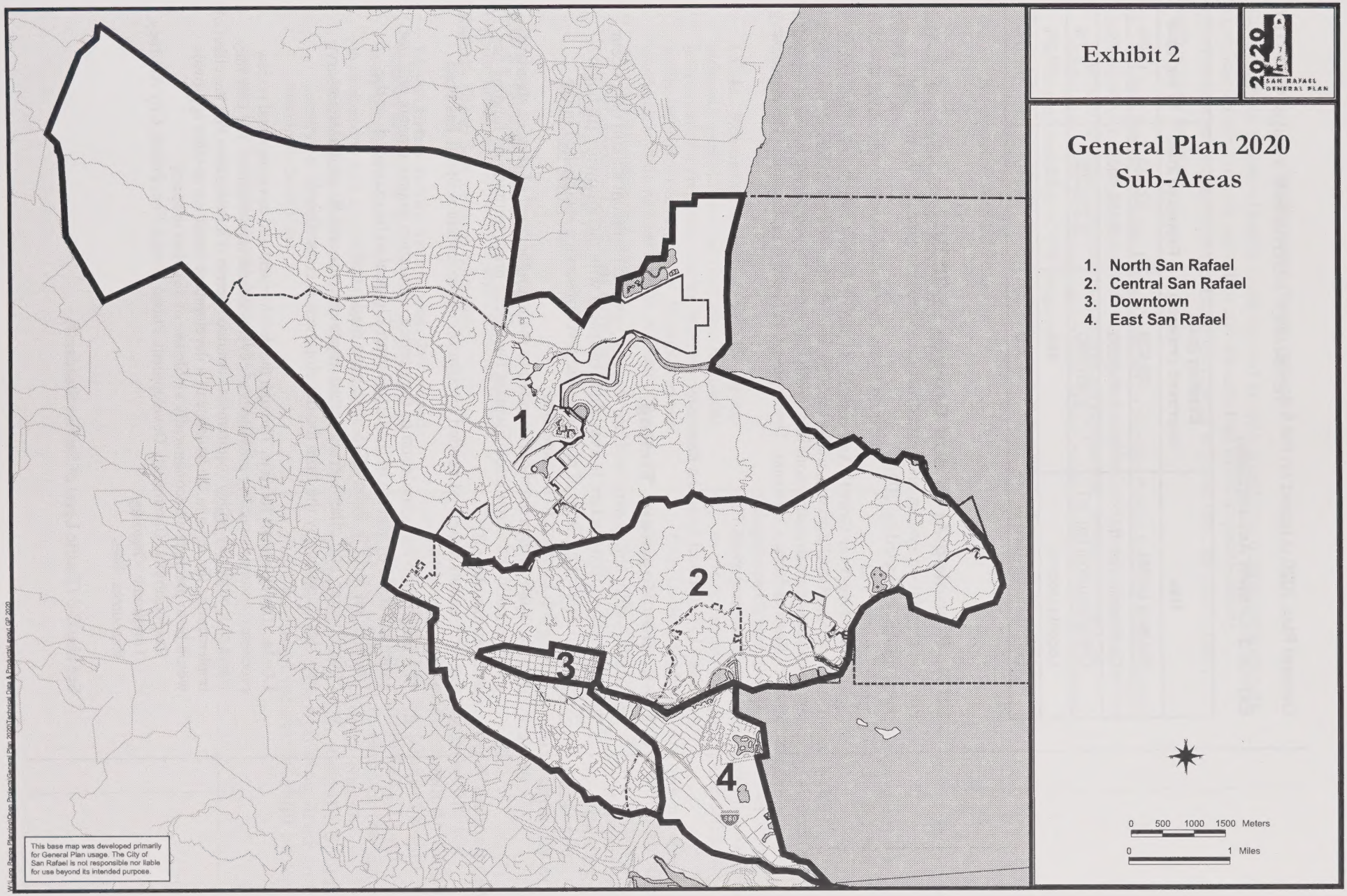


Exhibit 2
2020
SAN RAFAEL GENERAL PLAN
General Plan 2020
Sub-Areas
1. North San Rafael
2. Central San Rafael
3. Downtown
4. East San Rafael
1
2
3
4
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

General Plan 2020 is based on the following growth assumptions:

Exhibit 3: Growth Assumptions

Use	Existing (plus approved projects)	Projected 2020	% Increase
Housing (units)	28,929	32,423	12.0%
Commercial (sq. ft.)	9,030,000	9,183,000	1.7%
Office/Industrial (sq. ft.)	9,031,000	9,279,000	2.7%
Lodging (rooms)	464	821	77.0%
Entertainment (seats)	3,010	5,010	166.0%

LU-1. Planning Area and Growth to 2020.

Plan the circulation system and infrastructure to provide capacity for the total development expected by 2020.

LU-1a. Five-Year Growth Assessment. As part of the five-year General Plan update, review San Rafael's growth, traffic capacity, traffic mitigation list and traffic mitigation fee. Assess growth assumptions and modify land use and circulation policies as needed.
Responsibility: Community Development, Public Works, Economic Development
Timeframe: Ongoing
Resources: Staff Time

See LU-3a (Project Selection Process).

LU-2. Development Timing.

For health, safety and general welfare reasons, new development should only occur when adequate infrastructure is available consistent with the following findings:

a. Project-related traffic will not cause the level of service established in the Circulation Element to be exceeded;
b. Any circulation improvements needed to maintain the level of service standard established in the Circulation Element have been programmed and funding has been committed;
c. Environmental review of needed circulation improvement projects has been completed;
d. The time frame for completion of the needed circulation improvements will not cause the level of service in the Circulation Element to be exceeded, or the findings set forth in Policy C-5 have been made; and
e. Sewer, water, and other infrastructure improvements will be available to serve new development by the time the development is constructed.

LU-2a. Development Review. Through the development and environmental review processes, ensure that policy provisions are evaluated and implemented. The City may waive or modify any policy requirement contained herein if it determines that the effect of implementing the same in the issuance of a development condition or other approvals would be to preclude all economically viable use of a subject property.
Responsibility: Community Development, Public Works, Fire, Police, City Attorney
Timeframe: Ongoing
Resources: Fees

See also C-5 (Traffic Level of Service Standards).

LU-3. Project Selection Process.

Because there is limited traffic capacity, and in order to achieve desired projects with significant public benefit, prioritize and allocate that traffic capacity among development proposals citywide. Establish criteria to guide the City's selection of high priority projects.

LU-3a. Project Selection Process. Establish a citywide Project Selection Process (PSP) to approve projects consistent with citywide and neighborhood-specific priorities. Include criteria to guide the City's selection of high priority projects. Involve the public in drafting the initial PSP program and criteria. Include public notification and involvement in the implementation of PSP program.

Responsibility: Community Development, Public Works, Economic Development
Timeframe: Ongoing
Resources: Fees, Staff Time

LU-4. Reasonable Interim Use of Property.

Allow a landowner reasonable interim use of property in areas where development is precluded pending needed traffic improvements. Structures should not be permanent, and uses should be low- or off-peak traffic generators.

LU-4a. Reasonable Interim Uses. In the zoning ordinance establish land uses that allow reasonable interim uses for properties that are in areas with limited traffic capacity for development. Examples include contractor's yards, new car storage, modular office and storage, and outdoor recreation.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

LU-5. Urban Service Area.

Oppose urban development in areas adjacent to San Rafael's Urban Service Area boundary.

LU-5a. Urban Service Area Review. Review and consider revisions to the City's Urban Service Area every five years as part of the General Plan Review, or in conjunction with a LAFCO-initiated boundary review.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See also LU-7a (Development Adjacent to San Rafael).

Sphere of Influence/ Urban Service Area

A Sphere of Influence is the probable physical boundaries and service area of a local agency. (Govt. Code Section 54774). It is recognized that some urban services are provided by special districts.

The Urban Service Area is an area that can reasonably be annexed and provided with urban services within a five-year period, given the amount of potential development within City limits and limited circulation and sewage treatment plant capacity or other service constraints.

San Rafael's Planning Area includes all the lands currently within the Sphere of Influence shown on Exhibit 1 except for the St. Vincent's and Silviera Ranch properties. Upon LAFCO approval to remove the St. Vincent's and Silveira Ranch properties from San Rafael's Sphere of Influence, the Planning Area and the Sphere of Influence shall be the same.

LU-6. Annexation.

Prior to urban development, areas that can reasonably be served through extension of the existing service area of the City should be annexed.

a. Annexation of already developed unincorporated islands (Los Ranchitos, Country Club, Bayside Acres, California Park, Mt. Tamalpais Cemetery) and developed portions of the Marinwood/Lucas Valley neighborhoods should be dependent on resident interest, the cost/revenue implications of the provision of City services to the area, and the availability of City services.

b. Developed and undeveloped areas of Santa Venetia are not expected to be annexed to the City within the time frame of the plan due to flood and seismic hazards and urban service costs associated with existing infrastructure conditions.

LAFCO

Local Agency Formation Commission (LAFCO) coordinates logical and timely changes in local governmental boundaries, including annexations and detachments of territory, incorporations of cities, formations of special districts, and consolidations, mergers, and dissolutions of districts, as well as reviewing ways to reorganize, simplify, and streamline governmental structure. In addition, LAFCO is responsible for reviewing contractual service agreements between property owners and service providers.

LU-6a. LAFCO. Encourage LAFCO to adopt Urban Service Area and annexation policies for the San Rafael Planning Area consistent with adopted General Plan policies. Consistent with Council Resolution not to annex or serve the St. Vincent's and Silveira properties, work with LAFCO to remove them from the City's Sphere of Influence.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

LU-7. Land Use Planning in Surrounding Jurisdictions.

Continue to monitor and work with surrounding jurisdictions to ensure that land uses outside the community will have a positive effect on San Rafael.

LU-7a. Development Adjacent to San Rafael. Work with the County and other local jurisdictions to review applications for development in areas adjacent to San Rafael's city limits and within the Sphere of Influence.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

LU-8. Density of Residential Development.

Residential densities are shown in Exhibit 11, Land Use Categories, pages 38-40. Maximum densities are not guaranteed but minimum densities are generally required. Density of residential development on any site shall respond to the following factors: site resources and constraints, potentially hazardous conditions, traffic and access, adequacy of infrastructure, City design policies and development patterns and prevailing densities of adjacent developed areas.

When development is clustered to avoid sensitive areas of a site, density provided to the entire site may be transferred to the remaining portion of the site, providing all factors listed above can be met.

Transfer of density among properties shall only be permitted when unique or special circumstances (e.g., preservation of wetlands or historic buildings) are found to exist which would cause significant environmental impacts if the transfer were not allowed.

LU-8a. Residential Zoning. Implement Land Use Element densities by setting appropriate maximum allowed densities in the zoning ordinance.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

LU-8b. Transfer of Density. Continue to implement zoning regulations governing the transfer of density among properties.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See Housing H-18b (Assure Efficient Use of Multifamily Housing Sites), H-21a (Implement State Density Bonus Law) and OS-1c (Cluster Development).

LU-9. Intensity of Nonresidential Development.

Commercial and industrial areas have been assigned floor area ratios (FARs) to identify appropriate intensities (see Exhibits 4, 5 and 6). Maximum allowable FARs are not guaranteed, particularly in environmentally sensitive areas. Intensity of commercial and industrial development on any site shall respond to the following factors: site resources and constraints, traffic and access, potentially hazardous conditions, adequacy of infrastructure, and City design policies.

Population Density

Gross Density is used for long-range planning purposes, and is the number of dwelling units per acre devoted to a site plus the area of streets serving those sites. Gross density is approximately 20 - 30 percent lower than net density.

Net Density is used in the Zoning Ordinance to determine project-specific densities, and is the number of dwelling units per acre of land devoted to a site. Net density does not include the area of streets serving those sites, and is approximately 20-30 percent higher than gross density.

In 2000, residential areas have been assigned appropriate densities (see Exhibit 11, Land Use Categories). In San Rafael's Planning Area, there were 2.44 people per household (PPH). ABAG projects that this number will increase to 2.47 PPH by 2010, and return to 2.44 PPH in 2020.

a. Where the existing building is larger than the FAR limit and no intensification or change of use is proposed, the property may be redeveloped at the same size as the existing building if parking and design requirements in effect at the time of the new application can be met.

b. FAR transfers between or among sites shall not be permitted except where the City Council finds the following:
   1. The development of the beneficiary parcel is consistent with the General Plan 2020, except that FARs or maximum densities may be exceeded, and
   2. The proposed development will comply with all applicable zoning and design parameters and criteria as well as traffic requirements; and one or both of the following:
      i) Unique or special circumstances are found to exist (e.g., preservation of wetlands or historic buildings) that would cause significant environmental impacts if the transfer is not allowed, and/or

Floor Area Ratio (FAR)

FAR is the total gross building square footage divided by the land area, exclusive of public streets. Parking areas, covered or uncovered, and non-leasable covered atriums are not included in calculating FARs.

ii) A significant public benefit will be provided, such as securing a new public facility site (e.g. park, school, library, fire station, police station).

c. Through Planned Development rezoning, consider allowing a higher floor area ratio at the shopping center sites located at the crossroads of Andersen Drive, Highway 101, and Francisco Blvd. West where it would facilitate redevelopment with improved parking, access, landscaping and building design.

LU-9a. Nonresidential Zoning. Implement nonresidential levels of development and FAR transfer policies through allowed floor area ratios in zoning districts.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See NH-104a (Development Review Process).

Exhibit 4

2020 SAN RAFAEL GENERAL PLAN

Floor Area Ratios in Central San Rafael

- 0.02 FAR
- 0.30 FAR
- 0.32 FAR
- 0.40 FAR
- 0.70 FAR
- 1.00 FAR

1

		FAR
General Commercial and Neighborhood Commercial:		
a. Commercial Sales of Bulk Items and Specialty Retail:		.32
b. General Retail and Sevice:		.21
Office:		.26
Light Industrial/Office:		
% Light Industrial	% Office	
75 - 100	0 - 25	.38
50 - 75	25 - 50	.30
25 - 50	50 - 75	.28
0 - 25	75 - 100	.26

2

General Commercial and Neighborhood Commercial:	
a. Commercial Sales of Bulk Items and Specialty Retail:	.26
b. General Retail and Sevice:	.18
Office:	.22
Light Industrial/Office and Industrial:	.33

Hillside Areas:

Undeveloped commercial or industrial properties shall be limited to the following development intensities based on slope:

- Portions with less than 5% slope: 100% of applicable FAR.
- Portions with 5-15% slope: 50-75% of applicable FAR.
- Portions with slope greater than 15% slope: 0.01 FAR

Clustering of development is encouraged and may be required to avoid sensitive areas.

NOTES: FAR for PQP and parks is 1.0, and for open space is generally 0.0. Ministorage in industrial and light industrial/office districts has an FAR of 1.0.

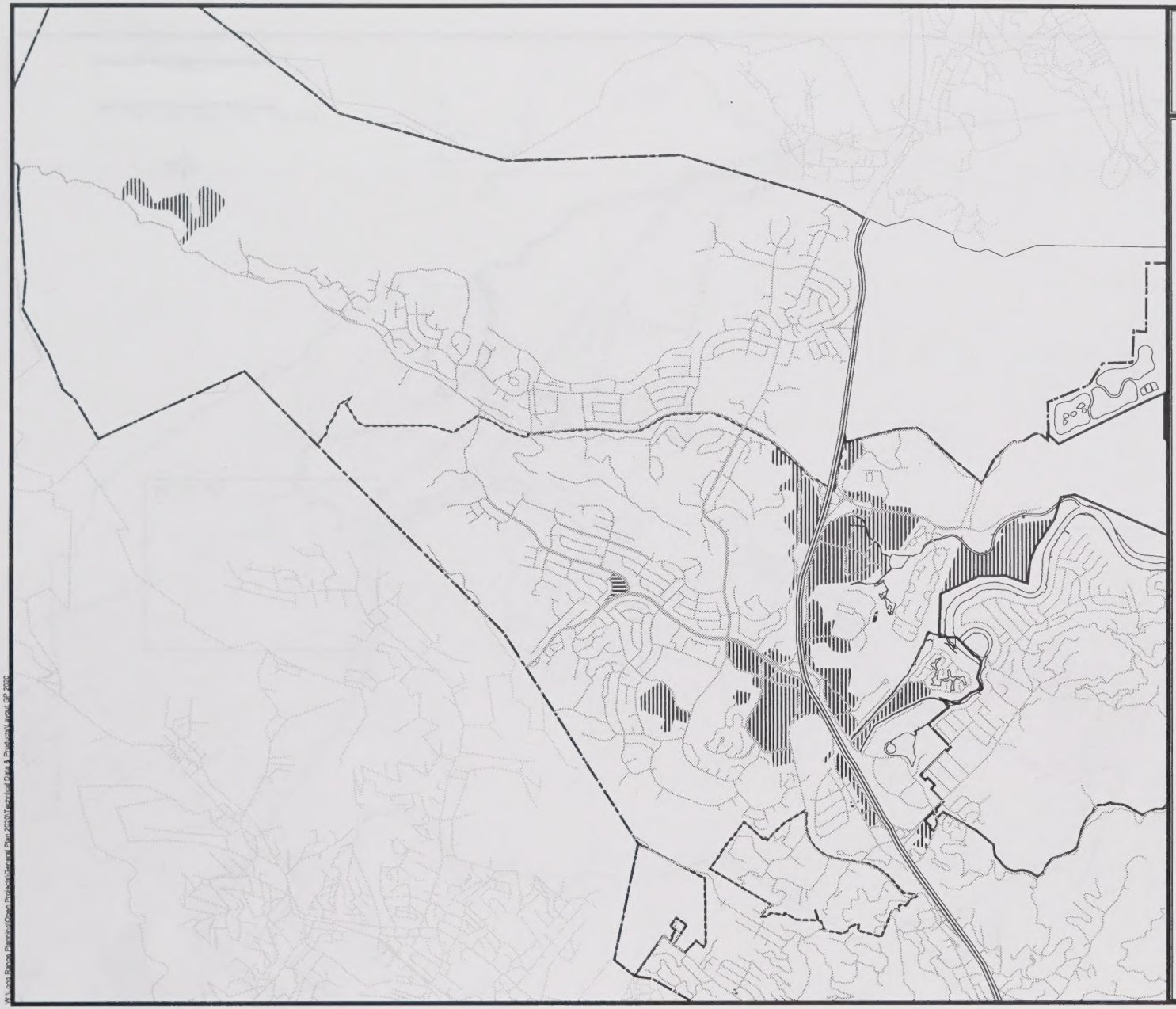


Exhibit 5

Floor Area Ratios in North San Rafael

0.30 FAR

0.32 FAR

Hillside Areas:

Undeveloped commercial or industrial properties shall be limited to the following development intensities based on slope:

- Portions with less than 5% slope: 100% of applicable FAR.
- Portions with 5-15% slope: 50-75% of applicable FAR.
- Portions with slope greater than 15% slope: 0.01 FAR

Clustering of development is encouraged and may be required to avoid sensitive areas.

NOTES: FAR for PQP and parks is 1.0, and for open space is generally 0.0. Ministorage in industrial and light industrial/office districts has an FAR of 1.0.

0 1000 2000 3000 4000 5000 Feet

0 1 Miles

Wilson Ihrig, Planning/Design/Research/General Plan 2020/Adoption Draft/Exhibits/Exhibit 5 Floor Area Ratios.ai (Oct 2020)

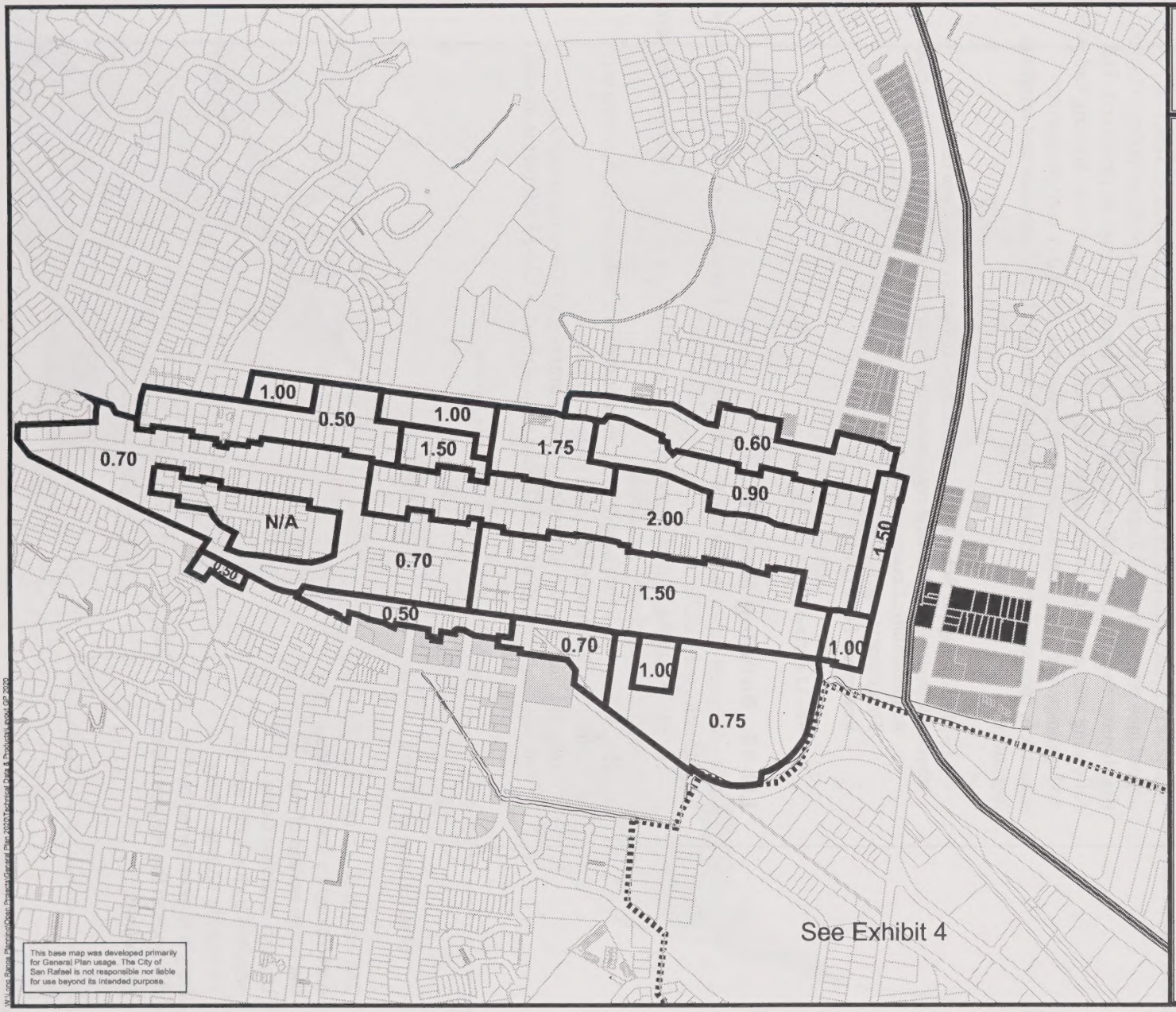


Exhibit 6

2020 SAN RAFAEL GENERAL PLAN

Floor Area Ratios in Downtown and Environs

0.32 FAR
0.40 FAR
0.70 FAR

NOTES: FAR for PQP and parks is 1.0, and for open space is generally 0.0. Ministorage in industrial and light industrial/office districts has an FAR of 1.0.

0 500 1000 1500 Meters

0 500 1000 Feet

LU-10. Planned Development Zoning.

Require Planned Development zoning for development on a lot larger than five acres in size, except for the construction of a single-family residence.

LU-10a. Planned Development Zoning. Continue to maintain a Planned Development zoning district.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

LU-11. School Site Reuse or Redevelopment.

Where it is in the community's interest to retain public recreation facilities in accordance with Parks and Recreation policies, and/or the childcare policy, cluster development so that the public recreation or childcare use may be preserved. The following uses are allowed on school sites retained by the districts: housing and public and quasi-public uses, such as child care programs; adult day care programs; education, recreation, cultural programs and activities; and churches and religious institutions.

LU-11a. Zoning for School Sites. Continue to implement school site reuse and redevelopment through zoning regulations and through the development review process.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See NH-12 (Schools).

LU-12. Building Heights.

Citywide height limits in San Rafael are described in Exhibits 7 and 8. For Downtown height limits see Exhibit 9:

a. Height of buildings existing or approved as of January 1, 1987 shall be considered conforming to zoning standards.
b. Hotels have a 54-foot height limit, except where a taller height is shown on Exhibit 9 (Downtown Building Height Limits).
c. Height limits may be exceeded through granting of a zoning exception or variance, or through a height bonus as described in LU-13 (Height Bonuses).

See LU-2a (Development Review).

Building Height

The height of a building is determined by the methods in the latest edition of the Uniform Building Code adopted by the City, except for hillside homes, where height is determined by the methods in the *Hillside Design Guidelines*.

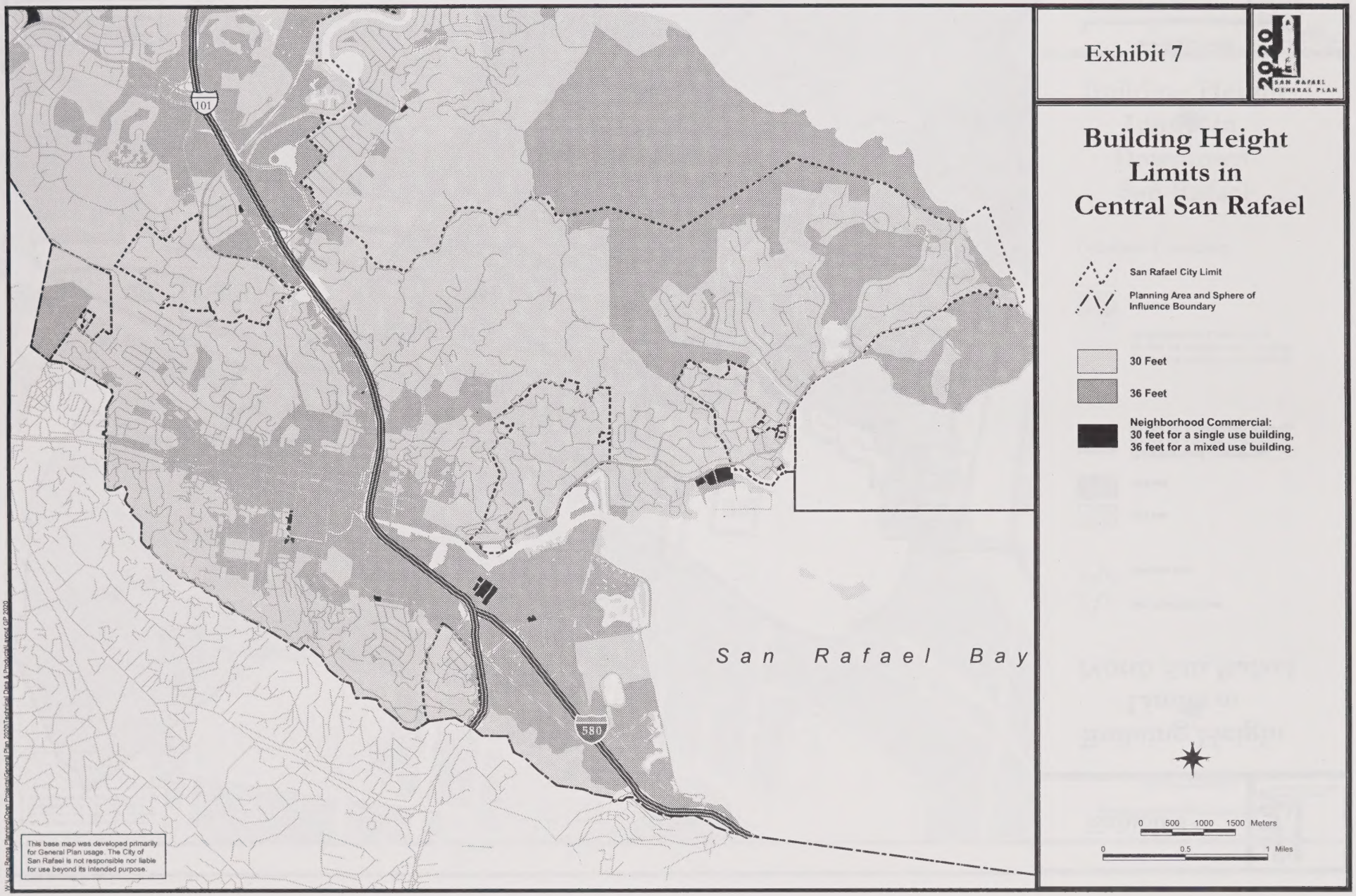


Exhibit 7
2020
SAN RAFAEL GENERAL PLAN
Building Height Limits in Central San Rafael
San Rafael City Limit
Planning Area and Sphere of Influence Boundary
30 Feet
36 Feet
Neighborhood Commercial:
30 feet for a single use building,
36 feet for a mixed use building.
101
580
San Rafael Bay
0 500 1000 1500 Meters
0 0.5 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.
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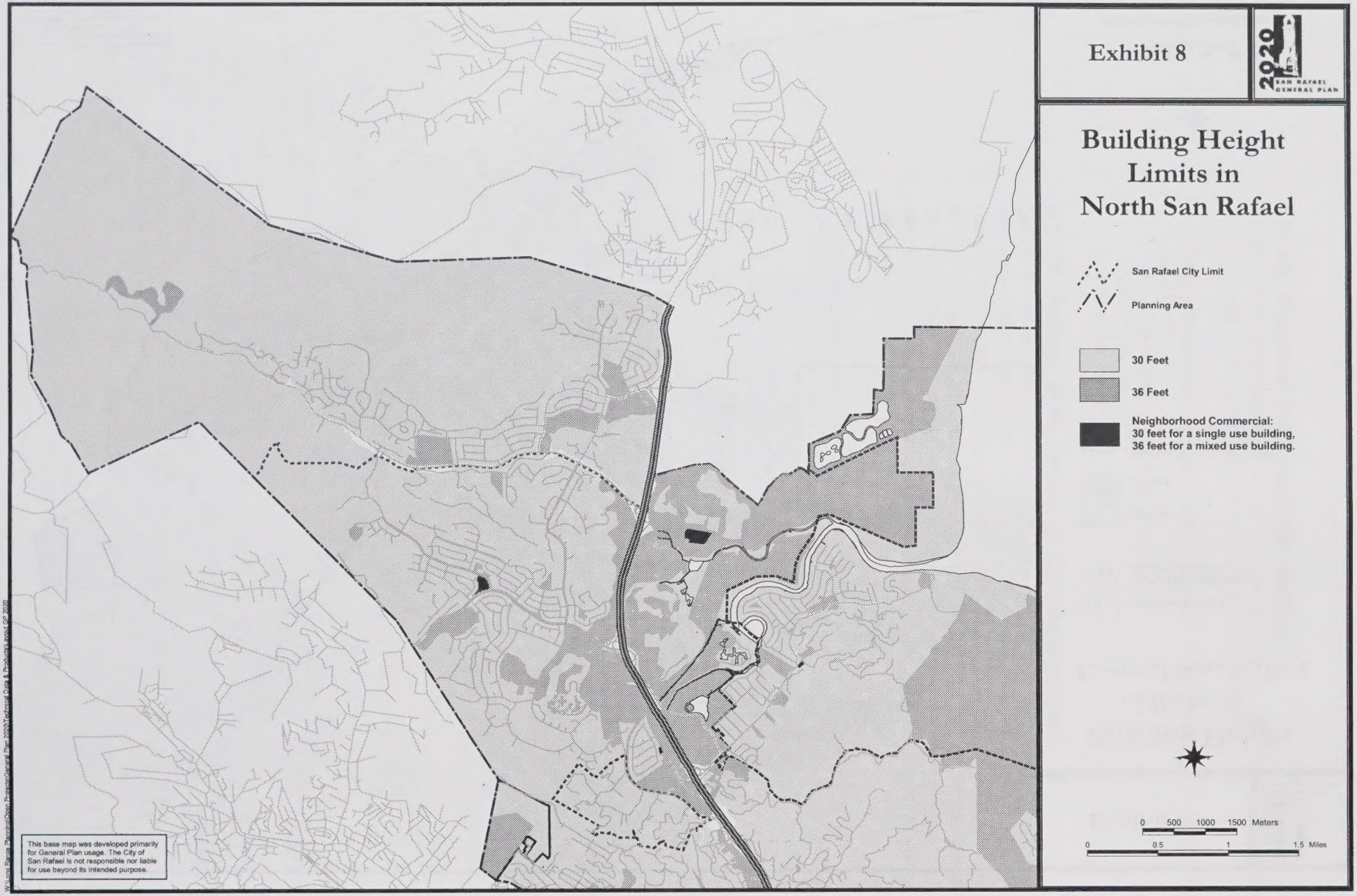
Exhibit 8
2020
SAN RAFAEL GENERAL PLAN
Building Height Limits in North San Rafael
San Rafael City Limit
Planning Area
30 Feet
36 Feet
Neighborhood Commercial:
30 feet for a single use building,
36 feet for a mixed use building.
0 500 1000 1500 Meters
0 0.5 1 1.5 Miles
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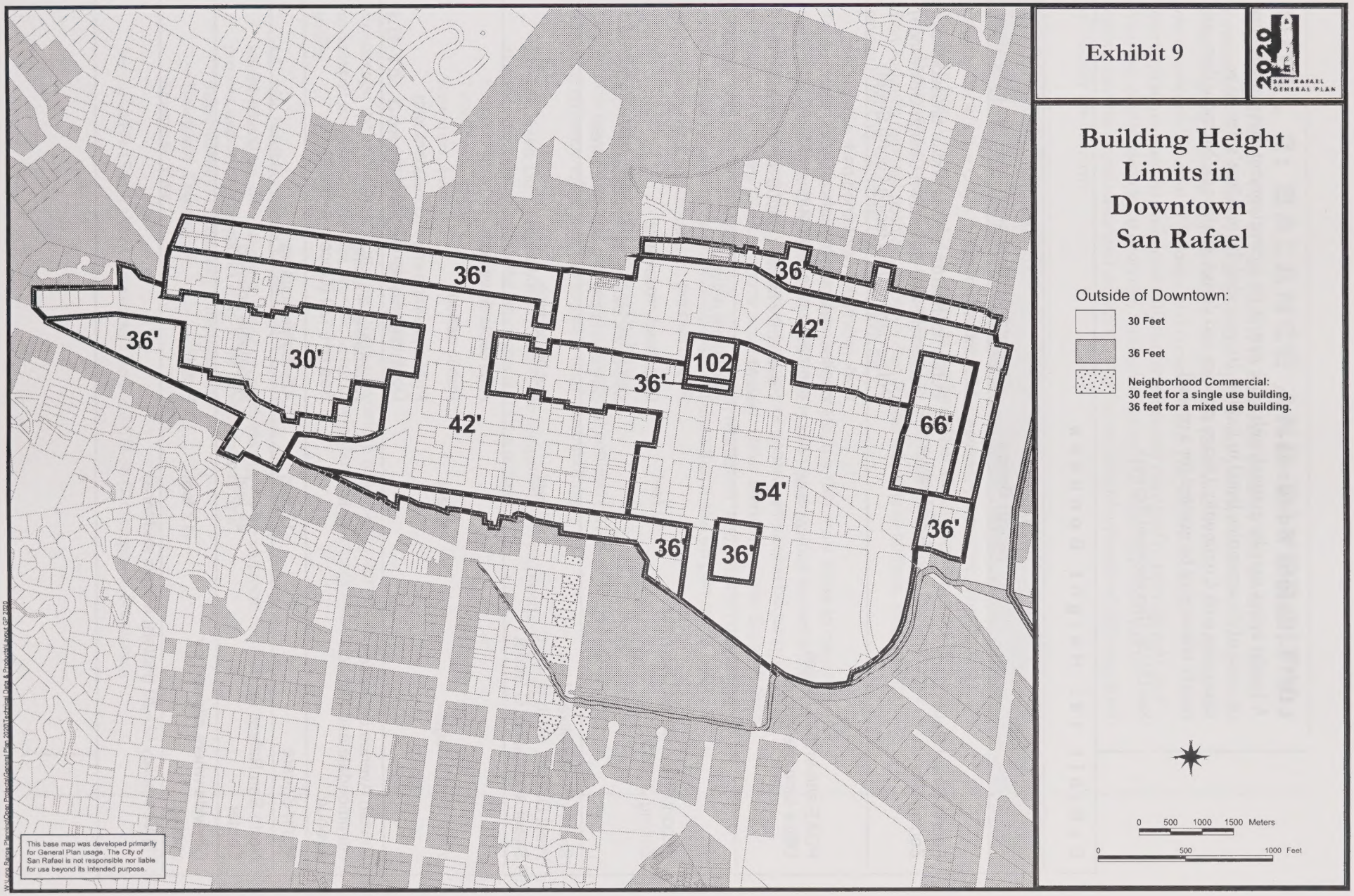
Exhibit 9
2020
SAN RAFAEL GENERAL PLAN
Building Height Limits in Downtown San Rafael
Outside of Downtown:
30 Feet
36 Feet
Neighborhood Commercial:
30 feet for a single use building,
36 feet for a mixed use building.
36'
36'
30'
36'
42'
102
36'
42'
66'
54'
36'
36'
36'
0 500 1000 1500 Meters
0 500 1000 Feet
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.
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LU-13. Height Bonuses.

A height bonus may be granted with a use permit for a development that provides one or more of the amenities listed in Exhibit 10, provided the building's design is consistent with Community Design policies and design guidelines. No more than one height bonus may be granted for a project.

See LU-2a. (Development Review).

Exhibit 10: Height Bonuses

Location	Maximum Height Bonus	Amenity (May provide one or more of the following)
Fourth Street Retail Core Zoning District	12 feet	Affordable housing Public courtyards, plazas and/or passageways (consistent with Downtown Design Guidelines) Public parking (not facing Fourth Street)
PG&E site in the Lindaro Office land use district	24 feet	Park (privately maintained park with public access, adjacent to Mahon Creek; an alternative is tennis courts tied to Albert Park.) Community facility (10,000 sq. ft. or more in size)
Second/Third Mixed Use East Zoning District	12 feet	Affordable housing Public parking Overhead crosswalks Mid-block passageways between Fourth Street and parking on Third Street
Second/Third Mixed Use West District, north of Third Street and east of C Street	18 feet	Public parking
West End Village	6 feet	Affordable housing Public parking Public passageways (consistent with Downtown Design Guidelines)
Lincoln Avenue between Hammondale and Mission Avenue	12 feet	Affordable Housing See NH-120 (Lincoln Avenue)
Marin Square	12 feet	Affordable housing
North San Rafael Town Center	24 feet	Affordable housing
Citywide where allowed by zoning.	12 feet	Hotel (1)

(1) See policy LU-20 (Hotels, Motels and Inns)

GOAL 2: BALANCE AND DIVERSITY

It is the goal of the City of San Rafael to maintain balance and diversity in the community. *San Rafael reflects a mosaic of land use patterns that have changed over time, creating a visual framework for the city that continues to evolve in response to the community's sense of balance and compatibility. Our desire to avoid intensification must be balanced with the development required to provide jobs and housing, and to sustain an evolving, vital community. We must also continue to appreciate the importance and desirability of having neighborhoods of differing levels of density and activity.*

San Rafael's high quality cultural, business, entertainment and educational resources directly benefit the City's residents and draw businesses, customers, visitors and students from beyond the City's limits, to the benefit of all who live and work in the City. These resources not only culturally enrich San Rafael residents, they enhance San Rafael's regional position, improve San Rafael's business climate, and provide revenue for City services and infrastructure.

To maintain our unique character and quality of life, the City must strive to maintain the cultural, social, and economic diversity that is such an important aspect of our City by taking steps to maintain an adequate supply of decent, affordable housing, a range of jobs, and a variety of local goods and services. Other elements in the General Plan address housing, economic vitality, open space, recreation, and cultural facilities; the policies below focus on the nonresidential land uses that make up part of the balance and diversity of San Rafael.

LU-14. Land Use Compatibility.

Design new development in mixed residential and commercial areas to minimize potential nuisance effects and to enhance their surroundings.

LU-14a. Land Use Compatibility. Evaluate the compatibility of proposed residential use in commercial areas through the development review process.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

LU-15. Convenience Shopping.

Encourage the retention and improvement of existing retail stores and services in residential neighborhoods that provide needed neighborhood services and reduce traffic.

LU-15a. Neighborhood Commercial. Evaluate the compatibility of proposed neighborhood commercial center use or upgrades through the development review process, and involve neighbors early in the development review.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See NH-155a (Sun Valley Commercial Uses) and CD-3b (Development Standards).

LU-16. Building and Automotive Services.

Maintain availability of sites for building, automotive and service industries important to San Rafael's economy and the convenience of its residents and businesses.

LU-16a. Building and Automotive Services. Continue to provide adequate sites for building, automotive and service industries in the appropriate zoning districts. Sites with industrial and light industrial zoning may be redesignated and rezoned to a different land use with Council determination that the new use provides a substantial neighborhood or citywide benefit.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

LU-17. Limited Retail and Service Uses in Industrial and Office Areas.

Allow limited retail and service uses that serve area businesses/workers to locate throughout industrial/office and industrial areas.

LU-17a. Retail and Service Uses in Industrial and Office Areas. Continue to provide adequate sites for small local-serving retail and service businesses in industrial and office zoning districts.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

The Community Services Department operates the largest day care program in Marin County.

LU-18. Lot Consolidation.

Commercial and higher density residential parcels less than 6,000 square feet in size should be encouraged to be combined to provide adequate parking and circulation, minimize driveway cuts on busy streets, and maximize development and design potential.

LU-18a. Lot Consolidation. Continue to encourage small lot consolidation through zoning regulations.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

LU-19. Childcare.

Plan for and encourage the development of new and the retention of existing childcare centers to meet neighborhood and citywide childcare needs. In conjunction with the school districts, encourage continuation of childcare programs at school sites because of their suitability for such uses and convenient locations in residential neighborhoods.

LU-19a. Zoning for Childcare Programs. Evaluate and revise if necessary zoning requirements to allow childcare centers in all zoning districts except Hillside Resource Residential, Hillside Residential and Water and Open Space Districts. The City may waive FARs for childcare centers in nonresidential and mixed-use buildings.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

LU-19b. Fees for Childcare Programs. Where possible, waive application and permit fees for childcare centers. Consider exempting childcare centers from traffic mitigation fees.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

LU-20. Hotels, Motels and Inns.

Encourage redevelopment and upgrading of existing motels and hotels. Visitor accommodations are a desired land use because they are a low traffic-generator and a high tax-generator, and because they have identifiable benefits to the neighborhood such as job training programs. With a Use Permit, allow hotels, motels and inns in most commercial, multifamily and industrial zoning districts. With a Use Permit, allow bed-and-breakfast inns in High Density, Medium Density and Large Lot Residential Land Use Districts. Hotels are not subject to floor area ratio requirements. The City Council may approve a height bonus per LU-13 (Height Bonuses) if it finds that the hotel will be a significant community benefit and that the design is acceptable and consistent with City design policies and guidelines.

LU-20a. Hotel Zoning. Evaluate the zoning ordinance and revise as necessary to incorporate height bonus and exemption from FARs.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See LU-2a. (Development Review).

LU-21. Ministorage and Storage.

Ministorage is allowed in light industrial/office and industrial districts. For lots facing Highways 101 or 580 or the Bay, the ministorage use must be located at the rear of the lot behind an active streetfront use. Ministorage may be permitted with an FAR of up to 1.0 if the following findings can be made:

a. The facility is needed in the community;
b. The project is compatible with surrounding uses;
c. The project is designed so that it cannot be converted to other, more intensive uses; and,
d. The location is appropriate for this type of use.

In other land use districts, ministorage may be allowed in existing buildings, provided that the ministorage is not located along the street frontage and complies with the FAR limits allowable in the districts.

LU-21a. Ministorage Zoning. Evaluate the zoning ordinance and revise as necessary to incorporate use allowance and location limitations.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See CD-11a (Compatibility of Patterns) and CD-12a (Landscaping).

LU-22. Odor Impacts.

Consider odor impacts when evaluating land uses and development projects near wastewater treatment plants, or treatment plant expansion projects.

LU-22a. Project Evaluation. Evaluate odor impacts as part of development review.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

LU-23. Land Use Map and Categories.

Land use categories are generalized groupings of land uses and titles that define a predominant land use type (See Exhibit 11). All proposed projects must meet density and FAR standards (See Exhibits 4, 5 and 6) for that type of use, and other applicable development standards. Some listed uses are conditional uses in the zoning ordinance and may be allowed only in limited areas or under limited circumstances. Maintain a Land Use Map that illustrates the distribution and location of land uses as envisioned by General Plan policies. (See Exhibit 11).

LU-23a. Zoning Ordinance Amendments. Revise the zoning ordinance, including the zoning map, to implement General Plan land use designations, densities, intensities, and policies, and to meet requirements of State law and court decisions.
Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time

LU-23b. Subdivision Ordinance Amendments. Revise the subdivision ordinance where necessary for conformance with General Plan land use designations, densities, intensities, and policies and include provisions for adequate enforcement of conditions of subdivision map approval.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

LU-23c. Live/work Regulations. Revise live/work zoning regulations to ensure that live/work units are appropriately designed and used for combined residential and business uses.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

LU-23d. Industrial Zoning Districts. Reevaluate and modify as needed definitions and FARs for Industrial and Light Industrial/Office Zoning District.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

Exhibit 11: Land Use Categories

Land Use Category	Gross Density Residential Units/Acre	Land Uses
Residential		Residential, open space/conservation, parks/playgrounds, schools, churches, plant nurseries, group day care and large day care facilities. In medium and high density neighborhoods, hotels/motels, clubs and similar uses may be allowed. Public/quasi public uses, such as churches and schools, in residential zones shall not exceed a 1.0 FAR and shall meet City development standards including the zoning height and setback requirements.
Hillside Resource Residential	0.1 - 0.5	Characterized by very steep slopes which have geologic and seismic constraints and which have community visual significance or which have been identified as having very limited potential through prior development approvals. This designation is typical of sensitive hillside areas in the Planning Area.
Hillside Residential	0.5 - 2	Characterized by moderate to steep slopes; may have unstable geology and/or local visual significance. Typical of developed hillside residential areas in the Planning Area.
Large Lot Residential	0.5 - 2	Flat or gently sloping single-family large lots/large lot subdivision.
Low Density Residential	2 - 6.5	Typical of single-family areas.
Medium Density Residential	6.5 - 15	Typical of duplex, garden apartment, and condominiums.
High Density Residential	15 - 32	Typical of apartment densities.
Mixed Use		
Fifth/Mission Residential/Office	15 - 32	Residential uses and office uses are allowed. Ground floor retail and personal services uses are allowed from "C" Street east, on cross streets between Fourth Street and Fifth Avenue.
Fourth Street Retail Core	32 - 62	Retail, service, entertainment, cultural, office, residential and live/work uses are allowed. Residential uses are allowed on the rear ground floor, second floor and above. On Fourth Street, first floor street frontage uses which encourage an active and healthy retail center are characterized by all of the following: - high customer turnover, - large volume of pedestrian traffic, - windows, storefront displays and signs, and - merchandise or service likely to be obtained in a multiple stop trip, or similar activity which draws large number of people Downtown.
General Commercial	15 – 32	General retail and service uses, restaurants, automobile sales and service uses, and hotels/motels. Offices as secondary uses except along Francisco Blvd. West where retail redevelopment is strongly encouraged
Hetherton Office	32 – 62	Office use; and ground floor retail, personal service, food service and live/work uses are allowed. Residential and live-work uses are permitted on the upper floors on Fourth Street, and on the ground floor and above elsewhere.
Lindaro Mixed Use	6.5 - 15	Motor vehicle service, contractor uses, light manufacturing; distribution, warehousing and storage, and incidental employee-serving retail/service allowed. Live/work use allowed.

Land Use Category	Gross Density Residential Units/Acre	Land Uses
Lindaro Office	15 – 32	Office, hotel, cultural or entertainment facility; or residential if feasible.
Marine Related	6.5 – 15	Water dependent businesses such as boat building; boat repair, sales and service uses; marinas; and boat charter services. Other uses that draw people to the waterfront that may be allowed include shopping centers, restaurants, hotels/motels, retail, and parks. Residential use and non-marine related office use is allowed on the second floor and above.
Neighborhood Commercial	6.5 - 15	Neighborhood-serving retail and service uses such as pharmacies, supermarkets and dry cleaners. Residential use allowed. Ancillary office uses allowed.
Office	15 – 32	General offices, medical and professional offices, administrative or headquarters offices, and residential uses.
Public/Quasi-Public	15-32	Government or quasi-public buildings or facilities; utility facilities and similar facilities owned or operated by public/non-profit agencies; residential. An exemption to development standards may be granted if findings are made that a higher height or FAR is necessary for health or safety purposes.
Residential/Office	15 – 32	Residential and office uses allowed. Limited retail or service uses may be permitted as conditional uses.
Retail/Office	15 – 32	Retail and service uses, offices, and residential uses allowed.
Second/Third Street Mixed-Use	32 - 62	Office and office-support retail and service uses (such as copy shops, food service and cleaners) are encouraged throughout the district. Residential uses and additional retail uses are allowed as follows: - On Second and Third Streets east of "B" Street, limited auto-serving retail (such as gas stations), and residential uses as part of a mixed-use development are allowed. - On Second and Third Streets west of "B" Street, retail usually accessed by car including daily needs retail (such as grocery and drug stores), limited auto-serving retail (such as gas stations), large item retail (such as furniture stores) and residential uses are allowed. - On the cross streets, neighborhood serving and specialty retail uses are encouraged in order to have an active pedestrian environment. Residential use is also encouraged, especially west of "B" Street.
West End Village	15 - 32	Retail uses, especially specialty and neighborhood serving retail and restaurants. Personal service, high customer-volume office and limited amounts of other office uses are also allowed. Residential and live-work uses are permitted on the upper floor of Fourth Street, and on the ground floor and above elsewhere.
Nonresidential		
Industrial	0	Motor vehicle service, contractor uses and yards; manufacturing; storage uses; wholesale; incidental employee-serving retail/service uses; specialty retail uses consistent with industrial uses; rock, sand and gravel plants; solid waste management and recycling facilities; trucking yards or terminals; ancillary offices and small offices.
Light Industrial/ Office	0	Motor vehicle service, contractor uses and yards; light manufacturing; distribution; warehousing and storage, incidental employee-serving retail/service; and office use allowed. Specialty retail uses may be allowed to occupy minor portions of the Light Industrial/Office districts provided that intensity and traffic standards are met and the integrity of the district is not threatened.

Land Use Category	Gross Density Residential Units/Acre	Land Uses
Airport/ Recreation	0	Uses on this site are governed by a land use covenant agreed to by the City, the County, and the property owner. Recognize the unique and valuable recreational and environmental characteristics of the airport site. The following uses are allowed on the property: - Uses consistent with the 2002 Master Use Permit, including the airport and ancillary airport services and light industrial uses. - Private and public recreational uses. - Public utility uses.
Mineral Resources	0	Quarry and brick yard uses, which utilize mineral resources of regional significance.
Parks	0	Parks
Open Space	0	Secured public and private open space.
Conservation	-	Areas identified as having visual or other natural resource significance that should be protected through the development review process. The conservation designation is applied to environmentally sensitive areas that are part of a larger site of contiguous parcels under common ownership. Absent evidence that some portion of the area is appropriate for development, no development of residential, industrial or commercial buildings shall be allowed. The City will consider some level of intensity and density of development upon evidence that such use is appropriate. Upon evidence, the land use designation(s) may be revised through the General Plan amendment process.

City of San Rafael General Plan 2020 Land Use Map

G.P Exhibit 12 / EIR Exhibit III.3-1

0 1 2 Miles

- Hillside Residential Resource, 0.1 - 0.5 units/acre
- Hillside Residential, 0.5 - 2 units/acre
- Large Lot Residential, 0.5 - 2 units/acre
- Res - Low Density, 2 - 6.5 units/acre
- Res - Medium Density, 6.5 - 15 units/acre
- High Density Residential, 15 - 32 units/acre

- General Commercial, 15 - 32 units/acre
- Neighborhood Commercial, 6.5 - 15 units/acre
- Retail Office, 15 - 32 units/acre
- Office, 15 - 32 units/acre
- Residential Office, 15 - 32 units/acre

- Hetherton Office, 32 - 62 units/acre
- Lindaro Mixed Use, 6.5 - 15 units/acre
- Lindaro Office, 15 - 32 units/acre
- Second/Third Mixed Use, 32 - 62 units/acre
- Fourth Street Commercial Core, 32 - 62 units/acre
- Fifth/Mission Residential/Office, 15 - 32 units/acre
- West End Village, 15 - 32 units/acre

- Park
- Open Space
- Conservation
- Public - Quasi-Public

- Industrial
- Light Industry/Office
- Marine Related
- Mineral Resources
- Airport/Recreation

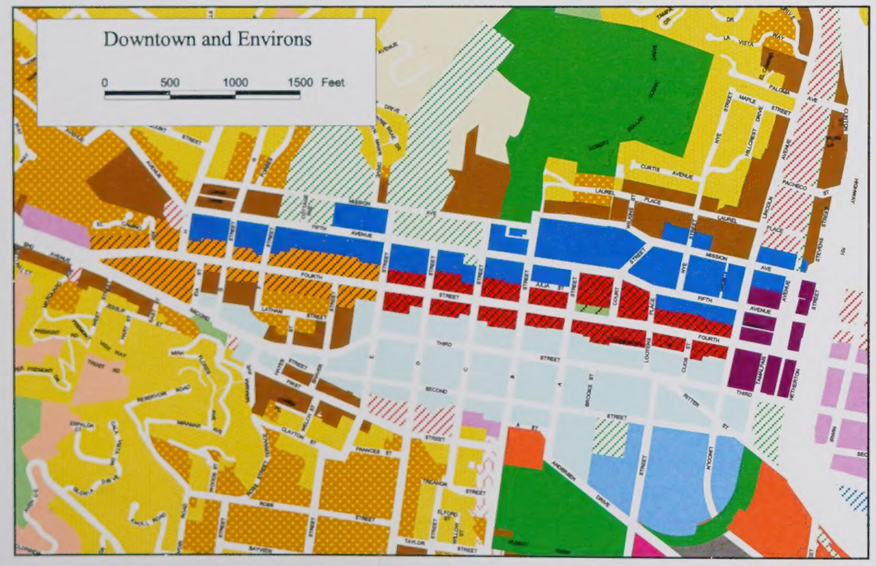
- San Rafael City Limit
- San Rafael Planning Area

NOTE: The size and scale of this map does not permit individual parcels to be shown; therefore, refer to display maps at City Hall for more detailed information; refer to General Plan text for more specific description of land use densities and intensities; refer to the Baylands map, Exhibit 36, for information on site wetlands.

This map was developed primarily for General Plan use. The City of San Rafael is not responsible nor liable for use of this map beyond its intended purpose.

San Pablo Bay

San Rafael Bay



Adopted Nov 15, 2004
W:\Planning\Long Range\Projects\General Plan 2020\Technical Data & Products\Adopted GP2020 MAPS

Housing

Introduction

Nestled among hills on the edge of the San Francisco Bay, San Rafael is a wonderful place to call home. San Rafael is a great place to grow up, work, raise a family, and retire. It has a broad-based economy, vibrant cultural life, and high quality educational opportunities. The City has a broad mix of incomes, ages and cultures.

San Rafael is a city with a long history and many neighborhoods that are distinctive and representative of that history. There are older neighborhoods from the days when San Rafael's residences were a mix of large ornate homes for wealthy merchants, summer retreats for San Francisco residents, and smaller simpler homes for workers from other countries. Neighborhoods built before World War II were developed with narrow tree-lined streets, homes with front porches and neighborhood stores. The larger suburbs built in the 1960s and 1970s, with three- and four-bedroom homes, tend toward a similarity in design, such as the Eichler-designed homes which strive to unify the indoor spaces with the outdoors while maintaining privacy. More recently, attached housing, including condominiums, apartments, and townhomes, ranging in size from single rooms to four-bedrooms, has been located throughout the city.

According to the 2000 census, almost half of the housing is renter-occupied; a quarter of the households are families with children; another quarter are households ages 65+, and a third of the households are people living alone. Trends show that today's seniors are growing into their 80s and beyond and there will be an increase in assisted living needs. Baby boomers and empty nesters will be relocating to smaller homes. Young adults in San Rafael, grown children of residents, new employees and college graduates will want to set up their own households to stay close to their families or work.

Definitions

Abatement – The removal or legalization of a condition in violation of City regulations.

Affordability – The generally accepted banking/government standard for determining whether a person can afford housing is defined as spending no more than 30 percent of one's gross monthly household income on housing costs, which for owner housing would include principal, interest, utilities and insurance.

Below Market Rate Housing Programs – The term "below-market-rate" (BMR) housing is used to describe units offered at rents or sales prices below that which they could command on the open market.

Co-Housing – A type of share housing arrangement. Co-housing developments have individual units with kitchens, combined with a common kitchen and meeting rooms.

Illegal Unit – A unit built without required permits (building, electrical, plumbing).

Inclusionary Requirements – These programs require a percentage of low and moderate income housing to be provided in market-rate new residential developments.

Mixed Use – Properties on which various uses, such as office, commercial, institutional, and residential, are combined in a single building or on a single site in an integrated development project with significant functional interrelationships and a coherent physical design.

Second Unit - A self-contained living unit either attached to or detached from, and in addition to, the primary residential unit on a single lot. Sometimes called "granny flat" or a "mother-in-law" unit.

Single Room Occupancy (SRO) – One of the most traditional forms of affordable private housing for single and elderly low-income people and for new arrivals to an area. An SRO room usually is small, between 80 and 250 square feet. It typically has a sink and a closet but shares a bathroom. shower.

Consistent with the State of California's goal to provide "decent housing and a suitable living environment for every California family,"and the City's vision to "provide housing for people at all stages of life, at all income levels," policies and programs preserve existing housing and encourage new housing. With proactive City leadership, the creative and focused activities of the Redevelopment Agency, and a community-wide partnership to implement housing programs, San Rafael will continue to be a leader in providing a variety of housing for its residents.

Building Upon Past Successes

The City of San Rafael is sensitive to the many converging and competing interests, desires and views in the City relating to development of housing, preservation of the character of San Rafael's neighborhoods and ease of getting around, and protection of environmentally sensitive areas.

To encourage housing in the Downtown, General Plan incentives were adopted in 1988 and 1996 that: (1) allow height and density bonuses for affordable housing; (2) encourage mixed-use development by modifying development potential calculations; (3) reduce the parking requirement for downtown units; (4) provide live/work opportunities; and (5) provide for single-room occupancy units.

In addition, in 2001 the General Plan was amended to revise inclusionary requirements to better target new housing to very low- and low-income households.

San Rafael supports the development and acquisition of affordable housing units by non-profit and for-profit developers. Since 1991, the San Rafael Redevelopment Agency has provided financial assistance that has resulted in an additional 212 affordable rental units and the preservation of 744 rental units restricted to very low- and low-income persons. All of these units have ongoing affordability restrictions monitored by the Redevelopment Agency. Community Development and Redevelopment Agency staff works closely with housing advocates and developers to create financially viable projects. Financial support is available in a variety of forms, from loans and grants to tax credits and outright purchases.

The Planning Commission and City Council have unanimously supported new housing development. Housing development in the past 12 years has provided a significant amount of affordable housing including Centertown, Maria B. Freitas Senior Housing, Lone Palm Apartments and Ecology House. San Rafael's Redevelopment Agency tracks the "below market rate" units and ensures that they are providing housing for households of the targeted incomes. Because of the City's inclusionary and density bonus policies, about 25 percent of the new housing in San Rafael is affordable to households earning below the median household income level.

In short, implementing San Rafael's housing policies is a team effort, grounded by General Plan policies and empowered by a vision that affordable units are an essential part of San Rafael's housing stock and maintaining its diverse population. The City continues to support a multi-faceted approach to housing that builds upon these successes, maximizes the chances for broad community consensus and fulfills the State of California's requirement that adequate housing potential exists to meet specified housing needs.

Housing Needs

The lack of affordable housing has long been a top issue in San Rafael. Both the 1974 and 1988 General Plans identified affordable (also known as workforce) housing as a vital community need. The topic was identified most recently again as a top planning issue in the *Trends Report (2000)* and the *Issues Report (2000)* where community members ranked affordable housing as one of the top three issues facing San Rafael.

High rents, employee recruitment and retention challenges, congestion on local highways and lengthening of commute time all result from a lack of affordable housing in San Rafael. A detailed examination of San Rafael's housing need, housing supply, cost of housing, population, household characteristics and quantified objectives to meet those needs is provided in Appendix B.

There are four levels of affordability discussed in the Housing Element:

- Very low income households earn below 50% of the median household income.
- Low income households earn between 50 – 80% of the median household income.
- Moderate income households earn between 80 – 120% of median household income.
- Above moderate income households earn above 120% of median household income.

Exhibit 13: MARIN COUNTY INCOME LEVELS, 2003

Household Size	Very Low Income (below 50% median income)	Low Income (50 – 80% median income)	Moderate Income (80 – 120% median income)	Median Income
1	Below $32,050	$32,050 - $51,250	$51,250 - $76,850	$64,050
2	Below $36,600	$36,600 - $58,550	$58,550 - $87,850	$73,200
3	Below $41,200	$41,200 – $65,900	$65,900 - $98,800	$82,350
4	Below $45,750	$45,750 – $73,200	$73,200 – 109,800	$91,500
5	Below $49,400	$49,400 - $79,050	$79,050 - $118,600	$98,800
6	Below $53,050	$53,050 - $84,900	$84,900 - $127,350	$106,150

Household incomes are described in terms of family size and are determined on an annual basis. The following table lists Marin County income levels for 2003. For example, using table below, a family of three with an income below $65,000 would be considered a low-income household.

Who Needs Housing?

- Low- and moderate-income families living in overcrowded housing where families double up, or larger families living in one and two-bedroom apartments.

- Seniors with very low and low incomes, primarily SSI, and perhaps some retirement. Many own their own house, some live alone. Not all have the resources to maintain their house, and some may need to live closer to services.
- Students at Dominican University and College of Marin, and young adults in local businesses.
- Employees in local businesses, commuting on Highways 101 or 580. People who live in the community where they work do not have a lengthy commute.
- Very low income households, including those without a place to call home.
- People with disabilities who have specific design or service considerations, such as wheelchair-accessible apartments or group homes with semi-independent living.

What Kind of Housing is Needed?

- Rental units, particularly Single Room Occupancy Units and studios affordable to those with low and very low incomes, and two or more bedroom units affordable to moderate and below income households.
- Ownership family units.
- Smaller and attached for-sale units affordable very low, low and moderate income households.
- Senior housing affordable to very low, low and moderate income households.
- Second units (which can also improve the affordability of the single-family units).
- Housing with a service component.

One unique aspect of the State's Housing Element law is the assistance provided to local governments in quantifying housing needs. Under California law, every city and county has a legal obligation to respond to its fair share of the projected future housing needs in the region in which it is located. For San Rafael and other Bay Area jurisdictions, the regional housing need is determined by the Association of Bay Area Governments (ABAG), based upon an overall regional need number established by the State. The fair share numbers establish goals to guide local planning and development decision-making.

Housing needs are described in terms of affordability to various household incomes. The ABAG Regional Housing Needs for San Rafael call for a demonstrated planning capacity total for 2,090 housing units between January 1999 and June 2007 (see Exhibit 14). San Rafael must demonstrate that adequate provisions are made to support the development of housing at the various income levels to meet its fair share of the projected regional housing needs. San Rafael's housing objective is based on the identified housing needs for San Rafael.

Exhibit 14: San Rafael's Regional Housing Need By Household Income, 1999 - 2007

Housing Need	Very Low Income Households	Low Income Households	Moderate Income Households	Above Moderate Income Households	Average Yearly Need
2,090	445	207	562	876	279

As of 2003, for the Planning period of 1999-2007, 961 units have been built or approved on vacant and underutilized lots. There are two perspectives from which to understand the ABAG housing needs and how they relate to San Rafael's adequate sites analysis:

- Are there adequate sites to meet the City's total housing needs?
- Are there adequate sites at sufficient densities to meet the City's need for very low-, low- and moderate-income housing?

Based on surveys of existing rents, second units and market rate apartments generally are affordable to moderate income households. The State generally assumes that a density of at least 25 units/acre is needed to create opportunities for very low- and low-income housing to be built. The density allows for savings in construction costs, long-term management and maintenance costs; as well as competitiveness for tax credit financing and land costs. In addition, specific areas of San Rafael have been identified as potential housing opportunity sites (Appendix B).

As well as the ABAG housing needs requirements, General Plan 2020 is a look at the housing for San Rafael in the longer-term. Because the timeframe for the General Plan is longer than the State's timeframe for planning for housing needs, the City's policies and programs provide direction beyond 2007.

Overview of Key Recommendations

San Rafael's housing strategies are to:

- Preserve and strengthen San Rafael's neighborhoods so that they continue to improve over time.
- Be proactive in new housing so that changes continue to enhance San Rafael, making it an ever-increasingly attractive place to live.
- Target resources for effective partnerships involving property owners, developers, neighborhoods, businesses, civic and service organizations, and the County to address housing needs.

The City's strong commitment to meeting the needs for affordable housing is demonstrated through permit streamlining, financial support, and community involvement. Housing policies are written so that affordable housing is targeted to a variety of economic levels, integrated into projects and dispersed throughout the community. Support is also provided by elected officials and a business community who understand the critical role affordable housing has in making San Rafael a balanced and healthy community.

Because San Rafael has little remaining vacant land available for large-scale development, building on smaller or under-utilized sites scattered throughout the city will be important in meeting its housing needs. These "infill" sites must be developed in a way that best adds value to a neighborhood. Encouraging new housing development at appropriate densities, promoting mixed-uses where housing can be incorporated into areas of commercial-only or industrial-only uses, and supporting continued development of second units will help make better use of our land resources and to address San Rafael's housing needs.

Housing policies must be integrated with related issues such as land use, design, traffic capacity, economic development, and adequate infrastructure. For example, design policies for multifamily housing will try to ensure enhancement of neighborhood

identity and sense of community by having new housing sensitively address scale and compatibility in design to the surrounding neighborhood. Linkages with land use strategies that encourage use of transit are also supported in housing policies.

The major actions proposed are to:

- Continue the City's proactive role in protecting neighborhoods and existing housing, and in assuring that new housing continues to enhance the City's diversity, economy and quality of life.
- Broaden affordability requirements in new housing developments. Establish higher percentages of affordable units when traffic allocation and density bonuses are requested.
- Require new nonresidential development to contribute to production of affordable housing, such as providing housing on- or off-site, subsidizing mortgages and/or rents and payment of in-lieu fees.
- Support housing development either as redevelopment or infill to improve certain areas of town.
- Encourage second units as a means of dispersing small, affordable units throughout the community by modifying zoning regulations and processing requirements.
- Require that illegal units are abated/removed or legalized.
- Expand allowances for mixed-use and infill housing development near transit and in commercial areas in order to create housing near workplaces.
- Encourage development at higher densities within easy walking distance to transit where reduced automobile usage and parking requirements are possible.
- Continue to support housing for population groups who require special assistance, such as homeless persons, people living with disabilities, seniors, large families, and single-parent households.

GOAL 3: HOUSING NEEDS

It is the goal of San Rafael to have a strong sense of community and responsibility in meeting housing needs. *Historically, San Rafael has provided housing of all types to meet the varied needs of its population in settings that enhance the feeling of community.*

It is important to enhance our sense of community by identifying responsibilities of all sectors within the community (neighborhoods, business, non-profits, government, etc.) to effectively address the City's housing needs, and assure effective application of Fair Housing laws. The intent in this approach is to continue to be purposeful and creative in finding ways to increase local funding resources and/or financially equivalent incentives for lower income and special needs housing, and to take a proactive approach in creating and responding to opportunities to achieve San Rafael's housing goals.

New development must be compatible with and enhance existing community character. San Rafael residents at the 2020 Visioning session stated that maintaining community diversity is one of their highest priorities. The City's policies encompass two approaches. The first is that the City and its neighborhoods share a responsibility in helping to meet housing needs; investment in new housing and improvements should be distributed throughout the city. Second, new housing development must recognize and enhance the design character of the surrounding neighborhood. In the end, future development is planned based on community wide needs, sound citywide policies, neighborhood involvement, capital improvements, and public facility and service capacity.

H-1. Housing Distribution.

Promote the distribution of new and affordable housing of quality construction throughout the city to meet local housing needs.

H-1a. Annual Housing Element Review. Provide an annual assessment of housing element implementation through annual review of General Plan 2020. Provide opportunities for public input and discussion, in conjunction with State requirements.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing (Annual)
Resources: Fees, Redevelopment

H-1b. Housing Production. Monitor housing production annually to review achievements in meeting the community's housing goals.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing (Annual)
Resources: Fees, Redevelopment

See also H-18c (Rezone and Reuse of Commercial Sites) and H-18e (Underutilized Public and Quasi-Public Lands for Housing).

H-2. Neighborhood Improvements.

Recognize that construction of new housing can enhance a community. Encourage investment in housing that adds to the appearance and value of a neighborhood.

See NH-2a (Zoning Ordinance).

H-3. Design That Fits into the Neighborhood Context.

Design new housing, remodels and additions to be compatible in form to the surrounding neighborhood. Incorporate transitions in height and setbacks from adjacent properties to respect adjacent development character and privacy. Respect existing landforms and minimize effects on adjacent properties.

H-3a. Design Concerns of Single-Family Homes. Examine and amend, as needed, zoning regulations and guidelines for single-family homes to address concerns about bulk, height, setbacks privacy and other impacts of new homes and of additions to existing homes.

Responsibility: Community Development
Timeframe: Short Term (2005)
Resources: Staff Time

H-3b. Compatibility of Building Patterns. Adopt design guidelines to ensure compatibility of neighborhood building patterns. Guidelines may address setback patterns, garage and driveway patterns, and building scale. Further develop the character-defining elements of the neighborhood. Guidelines may address entries, roof design, windows, architectural style, materials and detailing.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

See LU-2a (Development Review).

H-4. Public Information and Participation.

Provide information on housing programs and related issues. Encourage and support public participation in the formulation and review of the City's housing policy, including encouraging neighborhood involvement in development review. Work with community groups to advocate programs that will increase affordable housing supply and opportunities. Ensure appropriate and adequate involvement so that the design of new housing will strengthen the character and integrity of the neighborhood.

H-4a. Neighborhood Meetings. Continue to require neighborhood meetings, as provided for by City Council resolution for Neighborhood Meeting Procedures, for larger housing development proposals and those that have potential to change neighborhood character.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

H-4b. Information and Outreach on Housing Issues. Provide information to improve awareness of housing needs, issues and programs. Work with housing organizations to publicize in-service training, press releases, fair housing laws, contacts and phone numbers.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Fees, Redevelopment

See also CD-15a (Notification and Information about Development Projects) and G-7a (Review of Facilities Proposed by Other Public Agencies).

H-5. City Leadership.

Continue to provide a leadership role to attain the goals of the Housing Element by following through on the actions prescribed in the Housing Element in a timely manner.

H-5a. Housing Element Update. Undertake housing element updates as required by law or generally every five years.

Responsibility: Community Development
Timeframe: Ongoing (2009)
Resources: Fees

H-5b. Constraints and City Incentives for Affordable Housing. As part of the five-year General Plan update, conduct a review by staff and development experts of housing needs, financing, City processing and development incentives, and potential constraints and opportunities to create affordable housing.

Responsibility: Community Development, Economic Development
Timeframe: Short Term (2009)
Resources: Fees

H-5c. Redevelopment's Housing Plan. Update the Redevelopment Agency's Housing Plan, as required by Sate law or generally every five years.

Responsibility: Economic Development
Timeframe: Short Term (2008)
Resources: Redevelopment

H-5d. Expertise in Production of Affordable Housing. Continue to contract with housing consultant(s) as needed to provide staff with the expertise to negotiate affordable housing contracts and housing development proposals.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment

H-5e. Redevelopment Agency Activities. Promote residential opportunities in the redevelopment area, where appropriate, through the Redevelopment Agency.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment

H-6. Coordinate with Other Jurisdictions in Addressing Housing Needs.

Collaborate when possible with other jurisdictions in Marin County in addressing regional housing needs.

H-6a. Inter-Jurisdictional Housing Activities and Resources. Continue to implement shared responsibilities, common regulations, coordinated lobbying efforts and the housing data clearinghouse to efficiently and effectively respond to housing needs within the Cities and County of Marin.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Fees

H-7. Community Collaboration and Partnerships.

Support community partnerships to assist in the development of needed housing. Participate in local and regional housing assistance programs and establish relationships and coordinate with other public agencies, non-profit and for-profit housing sponsors in the use of available programs to provide lower-cost housing in San Rafael.

H-7a. City Coordination of Affordable Housing Development Proposals. Require City involvement in affordable housing proposals utilizing public funding that result in competition among proposed projects (including projects utilizing CDBG, tax credits or tax exempt bonds) in order to ensure adequate coordination between affordable housing development proposals. This will enable local projects to be competitive for outside funding sources as well as effectively use local resources.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Fees, Redevelopment

H-7b. Cooperative Ventures. Encourage cooperative and joint ventures between owners, developers and community non-profit groups in the provision of affordable housing.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Fees, Redevelopment

H-8. Housing Discrimination.

Take action when necessary to prevent discrimination on the basis of race, religion, sex, marital status, ancestry, national origin, color, familial status or disability in San Rafael's housing market.

The Lone Palm Apartments were built using tax exempt financing. Half of the units are affordable.

H-8a. Complaints. Continue to refer discrimination complaints to the appropriate legal service, county, state or federal agency, or Fair Housing of Marin.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Fees, Redevelopment

H-8b. Non-discrimination Clauses. Continue to provide nondiscrimination clauses for housing receiving City or Redevelopment Agency financial assistance.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Redevelopment, Staff Time

H-8c. Fair Housing Laws. Designate the Community Development Director as the Equal Opportunity Coordinator in San Rafael. Ensure that written materials regarding fair housing law are provided at various public locations, and that information about fair housing agencies and phone numbers is posted in places such as the City's website, at City Hall, and the Public Library.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

H-9. Funding for Affordable Housing.

Seek proactive and creative ways to lower housing costs for lower income households and people living with special needs. Continue to use local, state and federal assistance to achieve housing goals and to increase ongoing local resources to provide for affordable housing.

H-9a. Housing Set-Aside Fund. Continue to utilize the Redevelopment Agency's Housing Set-Aside Fund for affordable housing development to increase, improve, and preserve the community's supply of housing affordable to low- and moderate-income persons.

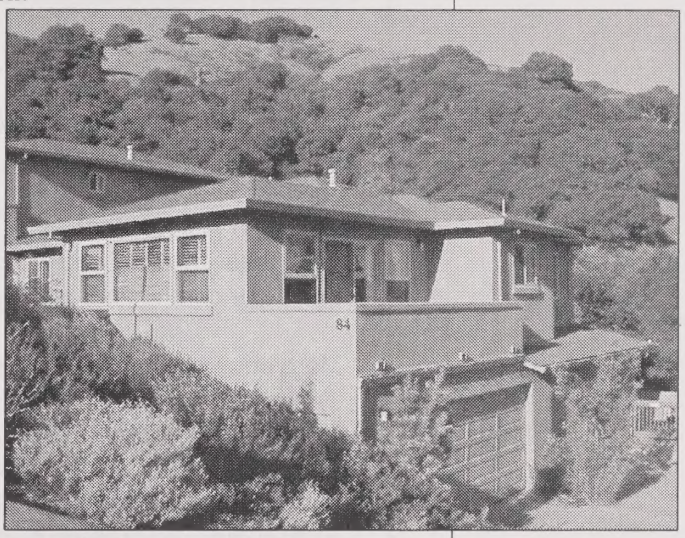
Responsibility: City Manager, Economic Development
Timeframe: Ongoing
Resources: Redevelopment

H-9b. Trust Fund for Housing. Support efforts by the private sector, local employers and housing advocates to create a Housing Trust Fund to assist with the financing of affordable housing.

Responsibility: Economic Development
Timeframe: Short Term
Resources: Redevelopment

H-9c. In-Lieu Fees for Affordable Housing. Dedicate in-lieu fees for affordable housing, including rehabilitation, acquisition and design support for second units and infill housing.

Responsibility: Community Development, Economic Development
Timeframe: Short Term (2004)
Resources: Housing in-lieu fees



City staff worked closely with the developer of these three affordable units, which were designed to look like a single-family home.

H-9d. Technical Assistance to Housing Developers. Continue to provide staff expertise and assistance to housing developers on methods and resources available to reduce the cost of housing units.

Responsibility: Economic Development, Community Development (Design Review Board)
Timeframe: Ongoing
Resources: Redevelopment

H-9e. Funding Resources. Work with community and elected leaders to identify potential revenue sources that support local affordable housing initiatives, and to leverage the City's and Redevelopment Agency's affordable housing funds.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time, Redevelopment

H-9f. Funding Applications. Coordinate applications for State and Federal subsidies for affordable housing, and: (1) provide technical assistance in public funding resources and local processing requirements, including community involvement; (2) consider project funding and timing needs in the processing and review of the application; and (3) work with applicants to identify appropriate submittal materials to enable a timely determination of application completeness.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Fees

H-9g. Waiver or Reduction of Fees. Continue to offer fee waivers and reductions for applications including affordable units.

Responsibility: Community Development
Timeframe: Ongoing
Resources: General Fund

GOAL 4: A DIVERSE HOUSING SUPPLY

It is the goal of San Rafael to have an adequate housing supply and mix that matches the needs of people of all ages, income levels, and special requirements. *San Rafael has a wide range of housing types. People who work in San Rafael should be able to live here and there should be adequate housing for seniors and very low-income households.*

Shelter is an essential need of life. The City recognizes shelter as basic to human dignity. The present housing situation in San Rafael effectively limits the right to shelter to the well-to-do, and limits opportunities for seniors and young adults to remain in their community. It limits the ability of teachers and other public service employees, people who work in local businesses and people who provide childcare and elder care to find housing so that they can live in the community where they work.

More housing choices can be created through mixed-use housing, shared housing, live-work units, higher density housing close to public transit and services, and sensitive development of unused or underutilized lands. Recent changes in California State law make it easier for single-family property owners to add a second unit. At the same time, the City will continue to pursue abatement of illegal units – units built without required building permits. The City will assist property owners in legalizing units where feasible.

Protection and Maintenance of Existing Housing

H-10. Protection of the Existing Housing Stock.

Continue to protect existing housing from conversion to nonresidential uses and encourage rental subsidy programs that can be applied to existing housing.

H-10a. Condominium Conversion Ordinance. As stated in the zoning ordinance, prohibit conversion of existing multifamily rental units to market rate condominium units unless the City's rental vacancy rate is above 5.0 percent, as determined by the State of California Finance Department annual Population Estimates. Exceptions include limited equity cooperatives, co-housing and other innovative housing proposals that are affordable to low- and moderate-income households.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

H-10b. Rental Housing to Provide Ongoing Affordability Restrictions. Continue to work with housing developers seeking to acquire and rehabilitate affordable rental housing units in order to maintain ongoing affordability of the units.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment

H-10c. Canal Housing Improvement Program. Expand the Canal Housing Improvement Program (CAHIP) citywide to provide financial assistance to acquire and rehabilitate existing poorly maintained rental units and assure long-term affordability of the units.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment

H-10d. Canal Affordable Safe and Healthy Housing. Expand the Canal Affordable Safe and Healthy Housing (CASH) program citywide to provide forgivable rehabilitation loans to private owners in exchange for long-term affordability of a certain portion of units.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment

H-10e. Retention of Mobilehomes and Preservation of Existing Mobilehome Sites. Retain where possible this type of housing, which includes the 400-home Contempo Marin and the 30-home B-Bar-A mobilehome park, and its affordability by continuing to implement the Mobilehome Rent Stabilization Ordinance. Mobilehomes typically provide lower cost housing by the nature of their size and design.

Responsibility: City Attorney
Timeframe: Ongoing
Resources: Staff Time

H-11. Housing Conditions and Maintenance.

Protect and conserve the existing housing stock and existing residential areas. Protect residents and maintain the housing stock by enforcing the housing code for all types of residential units. Support good management practices and the long-term maintenance and improvement of existing housing.

H-11a. Apartment Inspection Program. To assure safe living conditions, continue to enforce housing codes for all apartment projects three units or larger in size.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

H-11b. Code Enforcement and Public Information Programs. Coordinate housing, building and fire code enforcement to ensure compliance with basic health and safety building standards and provide information about rehabilitation loan programs for use by qualifying property owners.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

H-11c. Rehabilitation and Energy Loan Programs. Coordinate with other organizations, including the Marin Housing Authority and PG&E, to continue to provide and expand rehabilitation loan and grant programs to eligible homeowners and renter households.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Grants (Community Development Block Grant)

H-11d. Volunteer Efforts. Continue to work with community service clubs and organizations on volunteer labor-assistance housing improvement programs for homeowners physically or financially unable to maintain their properties. Support such programs through volunteer coordination and assistance, public information campaigns, and financial assistance.

Responsibility: City Manager, Management Services
Timeframe: Ongoing
Resources: Staff Time

H-11e. Maintenance of Older Housing Stock. Pursue funding for conservation and rehabilitation of the viable older housing units to preserve neighborhood character and, where possible, to retain a supply of low- and moderate-income units.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time

H-12. Illegal Units.

Protect residents and the housing stock by abating illegal units. Where possible, encourage property owners to legalize units built without required permits.

H-12a. Investigation and Abatement of Legalize Units Built without Required Permits. Continue to investigate reported illegal units and abate units built without permits or occupied in violation of San Rafael's ordinances.

Responsibility: Community Development
Timeframe: Ongoing
Resources: General Fund, Grants, Redevelopment

Variety of Housing Choices for a Diverse Population

Many members of the community cannot occupy or afford traditional ownership and rental units. Alternative housing options are needed to maintain diversity and to provide safe shelter to all members of the community.

H-13. Special Needs.

Encourage a mix of housing unit types throughout San Rafael, including very low- and low-income housing for families with children, single parents, students, young families, lower income seniors, homeless and the disabled. Accessible units shall be provided in projects, consistent with State and Federal law.

H-13a. Adaptive Housing. Ensure compliance with State and Federal requirements for accessible units.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

H-13b. Reasonable Accommodation. Review and amend zoning regulations to provide individuals with disabilities reasonable accommodation in rules, policies, practices and procedures that may be necessary to ensure equal access to housing. The purpose of this is to establish a specific process for individuals with disabilities to make requests for reasonable accommodation in regard to relief from various land use, zoning, or building laws, rules, policies, practices and/or procedures of the City.

Responsibility: Community Development
Timeframe: Short Term (2005)
Resources: Staff Time

See also H-14c (Single-Room Occupancy Units), H-17a (Assisted Living) and H-19a (Inclusionary Housing).

H-14. Innovative Housing Approaches.

Encourage innovative housing approaches in financing and design of units to increase the availability of low- and moderate-income housing and especially for housing that meets the City's housing needs. Examples include:

a. **Sweat Equity.** Encourage self-help or "sweat equity" housing for first time low- or moderate-income homeowners through rehabilitation of existing units, or sale of near-finished units.

b. **Limited Equity Cooperatives.** Encourage limited equity residential cooperatives and other non-profit enterprises such as self-help projects designed to provide affordable housing.

c. **Manufactured Housing (Modular, Mobile homes).** Allow creative, quality manufactured housing as a means for providing affordable housing.

d. **Single Room Occupancy (SRO) Units.** Encourage construction of new SRO units and protection of the existing SRO unit supply.

Innovative financing made these newly renovated apartments affordable.

H-14a. Manufactured Housing. Continue to allow quality manufactured housing in all zoning districts which allow single-family residences.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

H-14b. Zoning for Live/Work Opportunities. Review implementation of live/work and provisions in the Zoning Ordinance and amend as appropriate to ensure effective standards that encourage live/work projects.

Responsibility: Community Development
Timeframe: Short Term (2006)
Resources: Staff Time

H-14c. Single Room Occupancy (SRO) Units. Actively promote existing incentives for SRO apartments, such as no density regulations and lower parking standards, in multifamily and mixed use districts in recognition of their small size and low impacts. Where needed, encourage linkages to social services. Continue to utilize Redevelopment Housing Funds as available to protect the existing SRO unit supply.

Responsibility: Community Development
Timeframe: Short Term (2006)
Resources: Fees, Redevelopment, Staff Time

H-14d. Co-Housing, Cooperatives, and Similar Collaborative Housing Development. Provide zoning flexibility through Planned Development District zoning to allow housing development that is based on co-housing and similar approaches that feature housing units clustered around a common area and shared kitchen, dining, laundry and day care facilities.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees
See also LU-2a (Development Review).

H-15. House Sharing.

Support organizations that facilitate house sharing, linking seniors and small households with potential boarders to more efficiently use existing housing stock.

H-15a. Homesharing and Tenant Matching Opportunities. Continue to support, and consider increased participation in, the Shared Housing Project in collaboration with the Marin Housing Authority.

Responsibility: Community Development, Nonprofit Housing Providers, Marin Housing Authority
Timeframe: Ongoing
Resources: Grants (Community Development Block Grant)

H-16. Residential Care Facilities and Emergency Shelters.

Encourage a dispersion of residential care facilities and emergency shelters, and avoid an over concentration of residential care facilities and shelters for the homeless in any given area consistent with state and federal laws.

H-16a. Countywide Efforts to Address Homeless Needs. Work with other jurisdictions and agencies in Marin to provide housing and assistance for families and individuals who are homeless. Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and counseling services.

Responsibility: Community Development, Economic Development, Nonprofit Housing Providers, Marin Housing
Timeframe: Ongoing
Resources: Staff Time

H-16b. Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities. Encourage positive relations between neighborhoods and providers of emergency shelters and residential care facilities by establishing outreach programs with the neighborhoods.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

H-16c. Residential Care Facilities. Regularly update zoning regulations that govern residential care facilities to conform to Federal and State laws and to encourage their location in areas that do not result in overconcentration of care facilities.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

H-16d. Emergency Shelters. Consider revisions to zoning regulations to include shelters as a permitted use in some commercial and industrial districts. Continue to allow shelters with a use permit in areas zoned for office and commercial uses, in areas designed as General Commercial, Retail/Office, Residential/Office, Industrial, Light Industrial/Office, and Public/Quasi-Public on the Land use Map.

Responsibility: Community Development
Timeframe: Short Term (2006)
Resources: Staff Time

H-17. Senior Housing.

Encourage housing that meets the needs of San Rafael's older population, particularly affordable units and affordable care facilities.

H-17a. Assisted Living. Amend the zoning ordinance to provide regulations for new assisted living housing.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

H-17b. Affordable Housing for Seniors through the Project Selection Process. Amend the Project Selection Process to indicate that affordable senior housing is a priority land use.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

See LU-3a (Project Selection Process).

H-17c. "Age-in-Place" Assistance. Provide assistance to older residents who want to remain independent and in their homes for as long as possible, such as the Police Department's "Are You OK?" program, the Fire Department's "Safety Check" program, Code Enforcement's continuing cooperation with the Marin County Social Services, and Community Services social activities offered through the Community Centers.

Responsibility: Community Development, Police, Fire, Community Services
Timeframe: Ongoing
Resources: Staff Time, Grants Partnerships

Use Land Efficiently to Provide Affordable Housing

San Rafael is a city with very little remaining vacant land, much of it in environmentally sensitive areas. The City of San Rafael has identified sites and areas as having the potential to provide housing to help meet local demand, as well as meet State law and regional need requirements. (See Housing Background, Appendix B.) This potential is based on the properties' availability for development, land use designations, size and other physical characteristics and relative lack of environmental constraints.

Each site may have unique issues pertaining to its neighborhood context that will need to be addressed during review of any development proposal. These issues are identified in site-specific policies in the Neighborhoods Element.

The City's zoning capacity for housing is greater than the 'total remaining need' listed below. These lands zoned for housing are available for development and sufficient to accommodate San Rafael's housing needs within the State's planning timeframe.

Exhibit 15: Affordable Housing Needs

	Very Low	Low	Moderate	Above Moderate	Total
Regional Housing Need for San Rafael	445	207	562	876	2,090
Units Built or Approved (1999 – Dec. 2002)	27	34	285	285	638
Units under review (2003)	0	34	24	463	524
Remaining Need (Jan. 2003 – June 2007)	418	130	252	128	928

	Remaining Affordable Need	Affordable Potential
Potential (Jan. 2003 – June 2007)	800	1,211

H-18. Adequate Sites.

Maintain an adequate supply of land designated for all types of residential development to meet the quantified housing need for San Rafael. Within this total, the City shall also maintain a sufficient supply of land for multifamily housing to meet the quantified housing need of very low, low and moderate income housing units.

H-18a. Affordable Housing Sites. Encourage residential development in areas appropriate and feasible for new housing. These areas are identified in Appendix B, Housing Element Background, Summary of Potential Housing Sites.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time

H-18b. Efficient Use of Multifamily Housing Sites. Residential-only projects should be approved at the mid- to high-range of the zoning density. Do not approve residential-only development below minimum designated General Plan densities unless physical or environmental constraints preclude its achievement. If development on a site is to occur over time the applicant must show that the proposed development does not prevent subsequent development of the site to its minimum density and provide guarantees that the remaining phases will, in fact, be developed.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Fees

H-18c. Rezone Multifamily Housing Sites. Rezone seventeen parcels in the vicinity of Brookdale Avenue from Duplex Residential to High Density Residential to encourage higher density residential redevelopment.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

H-18d. Rezone and Reuse of Commercial Sites. Amend the zoning ordinance and map to allow residential use and encourage adaptive reuse of vacant buildings with residential/mixed uses on retail, office and some industrial sites, including the following:

- Amendments to the Office, General Commercial, Francisco Boulevard West and Commercial/Office districts to allow mixed-use development, including housing at high densities,
- Amendments to the Marine-Related district to allow mixed-use development, including housing at medium density,
- Amendment to the Office and Hetherton Office districts to allow residential-only development,
- Amendment to the Neighborhood Commercial district to increase allowable building height to 36 feet to encourage mixed-use residential development
- Expansion of the Neighborhood Commercial district at the Loch Lomond Marina to increase housing potential, and
- Rezoning of nine properties in the vicinity of Medway Road and Vivian Place from the Core Canal Industrial/Office district to Neighborhood Commercial to encourage mixed use development with housing at medium density.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

H-18e. Underutilized Public and Quasi-Public Lands for Housing. Redesignate and rezone school sites from public/quasi-public to residential use including the Bahia Vista, Glenwood, Vallecito, and Sun Valley Elementary Schools and the Davidson Middle School. Provide developer and financing information to encourage housing development of underutilized institutional lands (City, County, School District, Sanitation District, religious institutions, etc.).

Responsibility: Community Development, Economic Development
Timeframe: Short Term (2004)
Resources: Staff Time

H-18f. Air Rights Development. Take an active role in evaluating the feasibility of air rights development and consider possible zoning incentives for such development. Encourage developers of affordable housing to utilize air rights, such as above public parking lots Downtown.

Responsibility: Community Development, Public Works, Parking Services
Timeframe: Long Term
Resources: Fees

H-18g. Revisions to the Parking Standards. Review parking standards, and amend the zoning ordinance to allow for more flexible parking standards for desirable projects. Issues to study include the following:

a. Parking issues in neighborhoods with congested on-street parking.
b. Reduced parking requirements for projects in close proximity to a transit stop.
c. Tandem parking
d. Compact parking requirements.
e. Shared parking for mixed use.
f. A parking reserve designated for parking if needed in the future, but in the interim, the area is landscaped or used as a tot lot or gardens.
g. Designated, secure bicycle parking areas.

Responsibility: Community Development
Timeframe: Short Term (2006)
Resources: Staff Time

See also programs under policy C-29 (Better Use of Parking Resources).

H-18h. Staff Consultation. Continue to provide developers conducting a feasibility analysis of potential housing development a consultation with staff to identify potential design and/or zoning considerations.

Responsibility: Community Development, Economic Development
Timeframe: Short Term
Resources: Fees

H-18i. Marin Municipal Water District (MMWD) Fees. Work with other local jurisdictions to lobby MMWD to reduce fees for water for affordable housing.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See also LU-2a (Development Review).

H-19. Inclusionary Housing Requirements.

Require residential projects to provide a percentage of units for below market rate (BMR) housing, as indicated below. Provide units affordable at below market rates for the longest feasible time, or at least 55 years. The City's primary intent is the construction of units on-site. The units should be of a similar mix and type to that of the development as a whole, and dispersed throughout the development. If this is not practical, the City will consider other alternatives of equal value, such as in-lieu fees, construction of units off-site, donation of a portion of the property for future non-profit housing development, etc. Allow for flexibility in providing affordable units as long as the intent of this policy is met. Specific requirements are:

a. **Inclusionary Requirement by Project and Size.**

Project Size	Percentage of Affordable Housing Units
2 – 10 Housing Units*	10%
11 – 20 Housing Units	15%
21+ Housing Units	20%

* Exemptions for smaller units may be provided for in the Zoning Ordinance.

1. **Rental Units.** Provide a minimum of 50% of the BMR units affordable to very low-income households at below 50% of median income, with the remainder affordable to low income households at 50-80% of median income.

2. **Sale/Ownership Units.** Provide a minimum of 50% of the BMR units affordable to low income households at 50-80% of median income, with the remainder affordable to moderate income households at 80-120% of median income.

b. **Calculation of In-lieu Fee.** Continue to provide a calculation for in-lieu fees for affordable housing. Evaluate the feasibility of requiring an in-lieu fee or a second unit for development of one to four large units over a specific size. For fractions of affordable units, if 0.5 or more of a unit, the developer shall construct the next higher whole number of affordable units, and if less than 0.5 of a unit, the developer shall provide an in-lieu fee.

H-19a. Inclusionary Housing. Adopt an inclusionary housing ordinance to reflect policy recommendations, including affordability requirements and revisions to in-lieu fees.

Responsibility: Community Development, Economic Development
Timeframe: Short Term (2004)
Resources: Fees

H-20. Protection of Existing Affordable Housing.

Ensure that affordable housing provided through government subsidy programs, incentives and deed restrictions remains affordable over the required time period, and intervene when possible to help preserve such housing.

H-20a. BMR Resale Regulations. Continue to require resale controls on ownership BMR units to assure that units remain affordable to very low, low and moderate-income households.

Responsibility: Economic Development
Timeframe: Ongoing (Annual)
Resources: Redevelopment

H-20b. BMR Rental Regulations. Continue to require ongoing reporting for BMR rental projects to assure that these units remain at an affordable price level.

Responsibility: Economic Development
Timeframe: Ongoing (Annual)
Resources: Redevelopment

H-20c. "At Risk" Units. Continue to identify and monitor assisted properties at risk of conversion to market rate housing and work with property owners and/or other parties so that these units are retained to the extent possible as part of the City's affordable housing stock.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Redevelopment, Nonprofit Housing Providers

H-21. Density Bonuses and other Regulatory Incentives for Affordable Housing.

Create regulatory incentives to promote the provision of affordable housing units, including density bonuses, height bonuses, fee waivers, reduced parking requirements and exemptions from the Project Selection Process.

H-21a. State Density Bonus Law. Continue to offer density bonuses consistent with the State Density Bonus Law. Amend as necessary the zoning ordinance to be consistent with State law.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Fees

H-21b. Exceptions from Zoning Standards for Density Bonus Development. For density bonus development, provide limited zoning exceptions to allow minor site adjustments from development standards (e.g. parking, lot coverage, setback, height standards) to accommodate density bonuses for affordable housing. The exception(s) should be subject to the type of housing, size and unit mix, location and overall design. Provide early design review to assist with design issues related to a height bonus.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Fees

H-21c. Height Bonuses. Continue to offer height bonuses for projects that include affordable housing units as provided in Exhibit 10 of the Land Use Element.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

H-21d. Revisions to the Parking Standards. Consider amendments to parking standards and amend the zoning ordinance as necessary to encourage the creation of affordable housing units, consistent with the considerations in Program H-18g (Revisions to Parking Standards).

Responsibility: Community Development
Timeframe: Short Term (2006)
Resources: Staff Time

H-21e. Project Selection Process Exemptions. Provide an exemption from Project Selection Process (PSP) for affordable housing projects.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

See H-9g (Waiver or Reduction of Fees).

H-22. Infill Near Transit.

Allow higher densities on sites adjacent to a transit hub, such as the Downtown Transportation Center or the potential Civic Center SMART station and along major bus corridors.

H-22a. Higher Density Infill Housing Near Transit. Revise the Zoning Ordinance to encourage higher density infill housing near transit service.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

See NH-148a (Zoning Change), NH-86a (Civic Center Design), NH-36 (Hetherton Office District), C-20 (Intermodal Transit Hubs) and Exhibit 23 (Transit Routes and Hubs).

H-23. Mixed Use.

Encourage development of residential uses in commercial areas where the vitality of the area will not be adversely affected and the site or area will be enhanced by linking workers to jobs, and by providing shared use of the site or area.

H-23a. Zoning Standards to Encourage Mixed Use. Review existing development standards to encourage housing development in mixed-use zones. Incentives can include: (1) allowances for the residential component of a mixed use development to be in addition to, rather than part of, the established FAR for that zone; (2) exceptions in applying development standards (height limits, setbacks, lot coverage) based on the location, type, and size of the units, and the design of the development; (3) reduced and shared parking based on the use mix; and (4) allowances for tandem, shared and off-site parking.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

H-24. Contributions Towards Employee Housing.

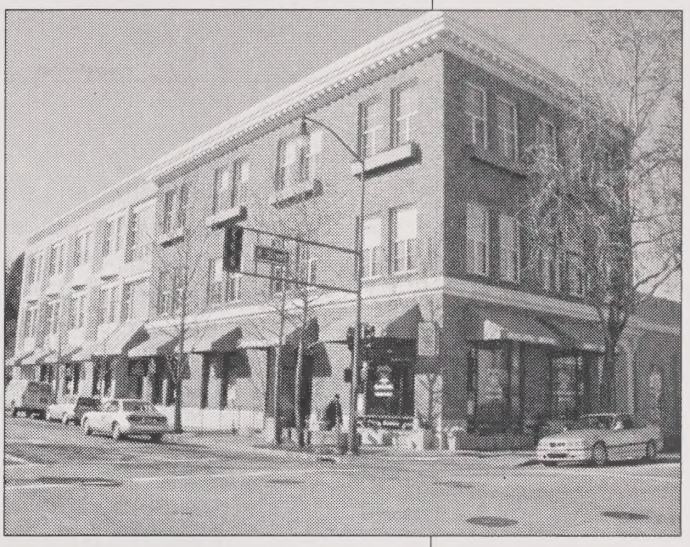
Require new nonresidential development to contribute towards affordable housing created by such development, such as provision of housing on- or off-site, or other alternatives of equal value.

H-24a. Jobs/Housing Linkage Ordinance. Adopt a Jobs/Housing Linkage Ordinance to establish affordable housing requirements for new nonresidential development. The preference in such an ordinance shall be the on-or off-site construction of affordable units. Options may also include, but are not limited to, an in-lieu fee for affordable housing or alternatives of equal value and effectiveness in meeting housing need. Provide an exemption for small expansions.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

H-24b. Employee Housing Opportunities. Work with businesses, public agencies, and local school districts to seek opportunities to help employees find local housing, such as new construction, purchasing or leasing larger facilities to provide local housing opportunities, mortgage buy-downs or subsidies, rent subsidies, etc. Seek the commitment of philanthropic and non-profit housing organizations and others to address employee-housing opportunities.

Responsibility: Community Development, Economic Development
Timeframe: Short Term (2007)
Resources: Staff Time



One H Street has ground floor retail with affordable and market-rate apartments above, and is a reuse project of a former PG&E building.

H-25. Second Units.

Encourage the provision of second units consistent with State law. Continue to require owner occupancy of one of the units and adequate on-site parking.

H-25a. New Second Units. Encourage second units, including some second units as part of new single-family development.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

H-25b. Second Unit Assistance. Provide staff assistance to explain financing options, recommend design options to designers, assist property owners with preparing a rental management process, and guide property owners through the process of legalizing an illegal unit.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

H-25c. Publicity. Promote second units through the City's newsletter, updates as needed of the Community Development Department's second unit handout, and use of the City's website.

Responsibility: Community Development
Timeframe: Short Term (2004)
Resources: Staff Time

Neighborhoods

Introduction

San Rafael is a city of neighborhoods. Each neighborhood is one of the basic social units and physical building blocks of San Rafael. Surrounded by great natural beauty, San Rafael's neighborhoods form a quilt of homes, shops, churches, schools and parks that together create the distinct character of the overall city. With respect for the legacy of each neighborhood, the policies and programs below are intended to encourage safe neighborhoods, excellent schools, diverse and well-maintained housing, friendly streets, investment in desired changes, convenient access to goods and services, and protection of natural resources.

The City of San Rafael has been planning for and improving neighborhoods since the 1970s. The 1974 General Plan called for a neighborhood planning process in response to changes in some of San Rafael's neighborhoods during the 1960s. Plans have been prepared for nine San Rafael neighborhoods.

This element merges the best parts of the existing neighborhood plans in order to create general policies applicable to all San Rafael neighborhoods while at the same time creating specific policies for each neighborhood. Existing neighborhood plans include the following:

- Gerstle Park (1979)
- Neighborhood 13/14 [SunValley/Fairhills] (1980)
- Peacock Gap (1980)
- Northgate Activity Center (1982)
- East San Rafael (1991)
- Our Vision of Downtown (1993)
- Montecito/Happy Valley (1996)
- Canal Voice (1996)
- Vision North San Rafael (1997)

Sources for Neighborhood Element policies include current neighborhood policies in *General Plan 2000,* policy recommendations from General Plan Task Group work in 2001, policies from individual neighborhood plans, policy statements and ideas from *Vision North San Rafael* and *Canal Voice*, and policy suggestions from neighborhood organizations and the Chamber of Commerce.

Neighborhood Plans

A neighborhood plan is a process where there is a place at the table for everyone with an interest in the area, including residents (renters and owners), merchants, and people from the neighborhood institutions. Together, participants develop shared values, decide what to keep and what to change, and develop a plan to shape the economic, social and physical environment in which they live.

Many of the issues in San Rafael's neighborhoods are addressed in this element, yet many concerns are citywide. For example, traffic and parking, design, and housing are topics of interest throughout the city. To reduce the number of duplicated policies, citywide concerns are addressed through policies in the appropriate element, such as Circulation, Community Design, and Housing. However, where there is an issue specific to a neighborhood and a current policy speaks to that issue, the neighborhood-specific policy is included in this element.

The City has, as long-standing principle, believed that future residential development should be harmoniously integrated within existing neighborhoods, and that existing

housing should be protected and conserved. San Rafael's neighborhood policies are not intended to maintain the status quo, but to foster

those actions that will make the neighborhoods more attractive and livable places. By choosing change for the better, the City can take advantage of opportunities to improve neighborhoods. In most neighborhoods, only a small amount of change is anticipated, in others residents expect some change to make the neighborhood a better place than it's been, and in some areas, such as along the Canal and waterfront, residents expect significant improvements.

In San Rafael, no neighborhood is an island. For example, the shops for one area may be in the neighborhood next door, the playing fields may be on the other side of the hill, or the class may be across town. In visiting a friend in another area, eating at a restaurant in a nearby neighborhood, or going to church in another part of town, each resident in San Rafael shares in the richness of city life. Simply, the livability of San Rafael as a whole depends on the vitality of each neighborhood.

Policies applicable to neighborhoods throughout the city appear first in this element. Following the citywide policies are policies for Downtown, a neighborhood that belongs to all who live in San Rafael, and policies for neighborhoods in the rest of the City.

Neighborhoods are included in alphabetical order. Each has a brief description about the neighborhood's character and vision of the future. Many have policies addressing specific topics of interest to the neighborhood.

Neighborhood policies are organized around four main topics. Because many of San Rafael's neighborhoods are quite small, not all four topics are discussed for each neighborhood. The topic areas are:

Neighborhood Homes includes policies for issues related to where families and friends gather, owners and renters live their lives, and residents display their identities.

Neighborhood Circulation includes policies for streets, sidewalks, and pedestrian safety and activity.

Neighborhood Economy and Culture includes policies for educational, religious and cultural places where community life is enhanced. Policies for commercial uses are also in this section.

Neighborhood Design includes policies on public places and open spaces, parks, gardens and gathering places.

Where neighborhood policies are not listed, citywide policies apply. Additional policies on housing, local businesses, environmental protection, traffic, and design found in other elements should be consulted as well.

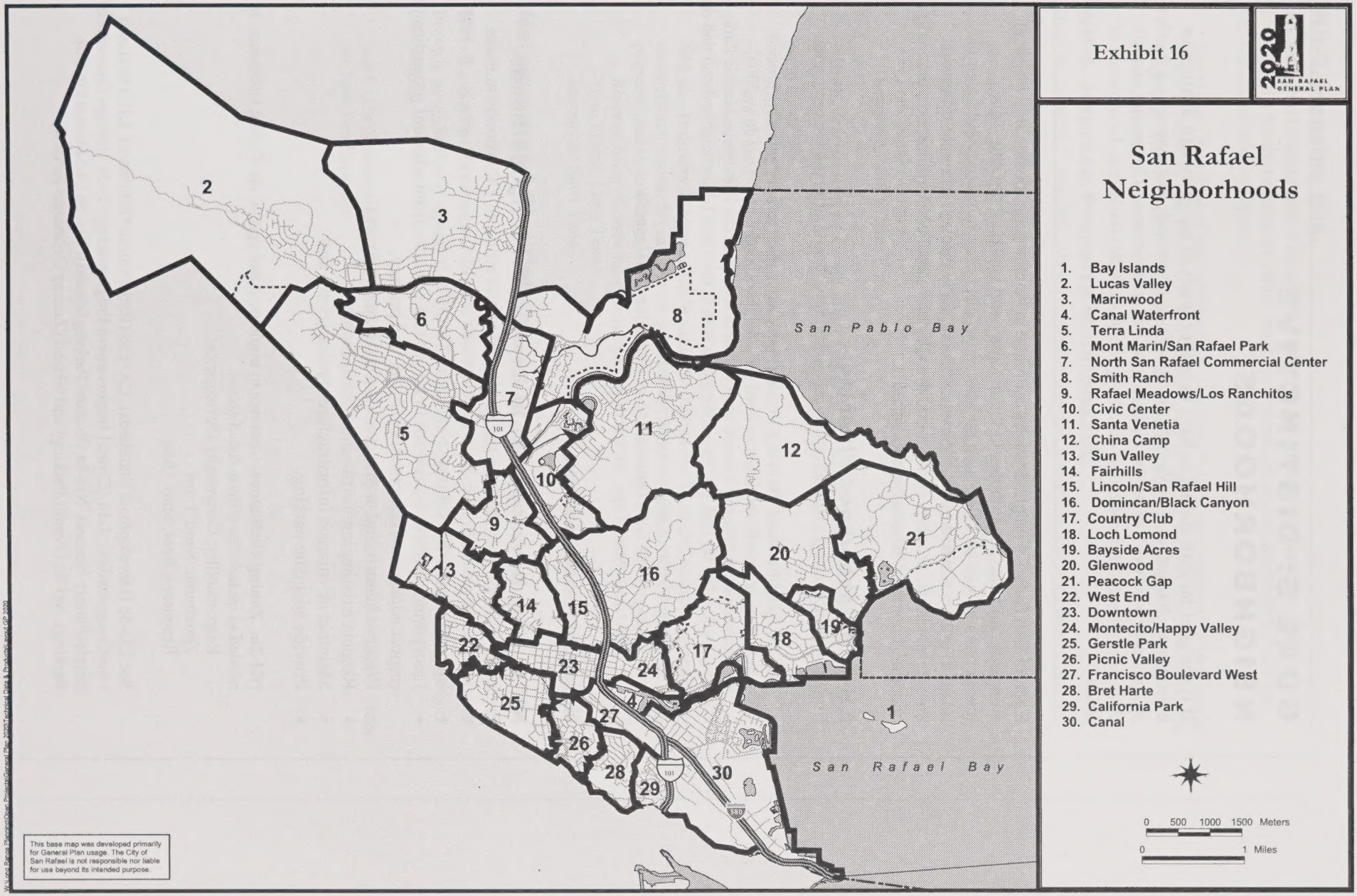


Exhibit 16
2020 SAN RAFAEL GENERAL PLAN
San Rafael Neighborhoods
1. Bay Islands
2. Lucas Valley
3. Marinwood
4. Canal Waterfront
5. Terra Linda
6. Mont Marin/San Rafael Park
7. North San Rafael Commercial Center
8. Smith Ranch
9. Rafael Meadows/Los Ranchitos
10. Civic Center
11. Santa Venetia
12. China Camp
13. Sun Valley
14. Fairhills
15. Lincoln/San Rafael Hill
16. Domincan/Black Canyon
17. Country Club
18. Loch Lomond
19. Bayside Acres
20. Glenwood
21. Peacock Gap
22. West End
23. Downtown
24. Montecito/Happy Valley
25. Gerstle Park
26. Picnic Valley
27. Francisco Boulevard West
28. Bret Harte
29. California Park
30. Canal
San Pablo Bay
San Rafael Bay
101
580
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

GOAL 5: DISTINCTIVE NEIGHBORHOODS

It is the goal for San Rafael to have neighborhoods of integrity and distinctive hometown character. *San Rafael is a city of neighborhoods that support each other and provide a network of parks, gathering places and services. The unique identity, distinctive design and upkeep of each neighborhood will continue to be a source of pride.*

Each of San Rafael's neighborhoods is unique in its character, design and physical amenities, and each contributes to the diversity and vitality of the city. This uniqueness should be celebrated and preserved, but opportunities should also be taken to enhance these qualities when possible. Only through active partnerships among residents, property owners and the City can effective neighborhood planning occur and common issues be addressed.

NH-1. Neighborhood Planning.

Engage neighborhood associations in preparing neighborhood plans for their area.

NH-1a. Neighborhood Planning Process. Develop a neighborhood planning process where there is significant desire or need for a neighborhood plan. As of July, 2003, neighborhoods expressing a desire for a neighborhood plan are Bret Harte, Gerstle Park, Lincoln/San Rafael Hill, the Santa Margarita area in the Terra Linda neighborhood and the Canal.

Responsibility: Community Development
Timing: Short Term (priorities to be determined by Council)
Resources: Staff Time, Partnerships

Neighborhood Homes

NH-2. New Development in Residential Neighborhoods.

Preserve, enhance and maintain the residential character of neighborhoods to make them desirable places to live. New development should:

- Enhance neighborhood image and quality of life,
- Incorporate sensitive transitions in height and setbacks from adjacent properties to respect adjacent development character and privacy,
- Preserve historic and architecturally significant structures,
- Respect existing landforms and natural features,
- Maintain or enhance infrastructure service levels, and
- Provide adequate parking.

NH-2a. Zoning Ordinance. Continue to implement and update the Zoning Ordinance as needed to include the criteria listed above.

Responsibility: Community Development
Timeframe: Short Term
Resources: Fees, Staff Time

See CD-3b (Development Standards), CA-13b (Preservation Ordinance), LU-14a (Land Use-Compatibility), I-1a (Capital Improvement Programming), H-3a (Design Concerns of Single-Family Homes), NH-8a (Restore Parking Spaces), NH-8b (Additional On-Site Parking), NH-8c (Permit Parking) and NH-8d (Zoning Ordinance Review).

NH-3. Housing Mix.

Encourage a housing mix with a broad range of affordability, character, and sizes. In areas with a predominance of rental housing, encourage ownership units to increase the variety of housing types.

See H-10e (Retention of Mobilehomes), H-14b (Live/Work Opportunities), H-14c (Single Room Occupancy SRO Units), H-19a (Inclusionary Housing), H-23a (Zoning Standards to Encourage Mixed Use), H-25a (New Second Units) and LU-24a (Zoning Ordinance Amendments).

NH-4. Improve Property Maintenance.

Require owners to maintain their properties in good condition and appearance and to eliminate unsafe and unhealthy conditions.

NH-4a. Code Enforcement. Maintain an effective Code Enforcement program that engages with neighborhoods and business groups and works in partnerships with appropriate City staff to address nuisances and zoning code violations.

Responsibility: Community Development
Time Frame: Ongoing
Resources: Staff Time, Fines

NH-4b. Design Review Conditions of Approval. Through development review, require that design review approval include language whereby owners maintain landscaping in good condition.

Responsibility: Community Development
Time Frame: Ongoing
Resources: Fees

NH-4c. Property Maintenance Standards Ordinance. Consider adoption of a property maintenance standards ordinance to maintain minimum standards of the appearance of property, and to sustain property values in a neighborhood.

Responsibility: Community Development
Time Frame: Long Term
Resources: Staff Time

Neighborhood Circulation

NH-5. Safe Streets.

Provide neighborhood streets that are safe, pleasant, and attractive to walk, cycle and drive along.

See C-21a (Residential Traffic Calming), I-8a (Street Tree Program) and I-8b (Street Trees for New Development).

NH-6. Bicycle- and Pedestrian-Friendly Streets.

Create bicycle-and pedestrian-friendly residential streets with large street trees, sidewalks and other appropriate amenities.

NH-6a. Narrow Streets. In new streets, consider modifying street standards to allow narrower streets that promote bicycle and pedestrian activity and safety, while still providing for emergency and service access. Public streets must be designed to Caltrans and American Association of State Highway and Transportation Officials standards.

Responsibility: Public Works, Community Development, Fire, Police
Timeframe: Ongoing
Resources: Staff Time, Fees.

See also C-26a (Implementation), C-27a (Implementation), I-6c (Sidewalk Repair) and C-4b (Street Design Criteria to Support Alternative Modes).

NH-7. Neighborhood Identity and Landmarks.

Enhance neighborhood identity and sense of community by retaining and creating gateways, landmarks, and landscape improvements that help to define neighborhood entries and focal points.

See CD-4a (Historic Resources Information), CD-4b (Adaptive Reuse), CD-5a (Views) and CD-8a (Gateways).

NH-8. Parking.

Maintain well-landscaped parking lots and front setbacks in commercial and institutional properties that are located in or adjacent to residential neighborhoods. Promote ways to encourage parking opportunities that are consistent with the design guidelines.

NH-8a. Restore Parking Spaces. Continue Code Enforcement efforts to work with apartment owners to restore parking spaces being used for storage.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time, Fines, Fees

NH-8b. Additional On-Site Parking. In neighborhoods with excessive on-street parking, work with property owners to add on-site parking where feasible as part of review of expansion or remodels.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

NH-8c. Permit Parking. In neighborhoods with excessive on-street parking, evaluate the benefits and drawbacks of a Permit Parking Program (i.e. to limit cars per unit and/or to limit nonresidential cars) where supported by a significant majority of neighborhood residents.

Responsibility: Police, Public Works
Timing: Long Term
Resources: Staff Time

NH-8d. Zoning Ordinance Review. Evaluate and amend as necessary zoning regulations to ensure adequate on-site parking, and sufficient screening of parking areas adjacent to residences.

Responsibility: Community Development
Timing: Short Term
Resources: Staff Time

NH-9. Nuisance Vehicles.

Minimize the number of abandoned vehicles, excessive signs on vehicles and vehicles being used as homes, on streets and private property.

NH-9a. Abandoned Vehicle Program. Continue the abandoned vehicle abatement program.

Responsibility: Police
Timeframe: Ongoing
Resources: Staff Time

NH-9b. Vehicles as Residences. Continue to implement, and strengthen as necessary, City ordinances that prohibit overnight residential use of vehicles within the public right-of-way on public property, and on private property.

Responsibility: Police
Timeframe: Short Term
Resources: Staff Time

Neighborhood Economy and Culture

NH-10. Neighborhood Centers.

Support the vitality of attractive, viable neighborhood centers by using incentives to encourage desired mixed-use, local-services and to create areas for the community to gather. Assist these centers to adapt to changing community needs. Retain existing neighborhood centers unless it can be clearly demonstrated that local-serving uses are not economically feasible.

See LU-2a (Development Review) and EV-13 (Business Areas).

NH-11. Needed Neighborhood Serving Uses.

Give priority to "needed neighborhood serving uses". Examples of needed neighborhood serving uses are: supermarkets; craft stores; cafes; restaurants; drug stores; neighborhood shopping centers which include uses such as dry cleaners, delis and markets, video stores, etc.; health and medical facilities and services; as well as improved public uses and services such as parks, schools, child care, and police services. Other similar uses that serve primarily neighborhood residents and/or employees and receive broad neighborhood support may also qualify.

See LU-3a (Project Selection Process) and LU-15 (Convenience Shopping).

NH-12. Schools.

Work with the school districts to use active school sites as neighborhood gathering places and recreational amenities. Retain local schools where possible, but when reuse is necessary, housing development at prevailing densities in the immediate area should be the appropriate land use. Where it is in the community's interest to retain public recreation, on-site density transfers will be allowed to the remaining school site acreage, provided the resulting housing design is compatible with the neighborhood character.

See LU-11a (Zoning for School Sites) and PR-20b (School Site Recreational Facilities).

Over 5,000 people enjoy the Downtown Farmers Market each week.

NH-13. Religious Institutions, Educational Facilities, and other Community Organizations.

Support community partnerships and communication between neighborhoods and schools, religious and other institutions to enhance mutual understanding and the benefits of collaboration.

NH-13a.Community Partnerships. Through the development review process, encourage or require the establishment of committees which include both neighborhood and institutional representatives to address potential impacts and foster better communications.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See G-14a (Communication with the School Districts), G-15a (Joint Use of Educational Facilities) and G-16a (Internships).

Neighborhood Design

NH-14. Gathering Places and Events.

To spark social interaction and create a greater sense of community, encourage both daytime and nighttime gathering places and events in appropriate locations, such as cafes, restaurants, outdoor eating places, bookstores, shopping facilities, libraries, schools, churches, parks, recreation facilities, community gardens, farmers' markets, transit stops, parks, recreation facilities, commercial facilities, cultural facilities, teen facilities, and City-sanctioned street closures for festivals, parades, and block parties.

Improve parks and their facilities to include active recreation and passive social interaction areas, and, where appropriate, incorporate areas that can accommodate group activities such as social events, picnics and concerts in a manner respectful of nearby residents.

NH-14a.Community Events. Explore supporting neighborhood and homeowner associations by promoting community events on the City's website.

Responsibility: City Manager, Community Services
Timeframe: Ongoing
Resources: Staff Time

NH-14b. Gathering Spaces. Through the Design Review process, consider opportunities for public gathering places, where appropriate.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See also NH-19a (Downtown Events), PR-6a (Community Center Improvements) and PR-7a (Community Park Improvements).

GOAL 6: A VIBRANT DOWNTOWN

It is the goal for San Rafael to have a vibrant, active, and attractive Downtown. *San Rafael's Downtown continues to maintain its role as the center of the City's business, cultural, and historical infrastructure by offering quality shopping, a wide range of cultural and entertainment venues, a variety of restaurants, galleries, professional and financial services, employment opportunities, office space, and housing.*

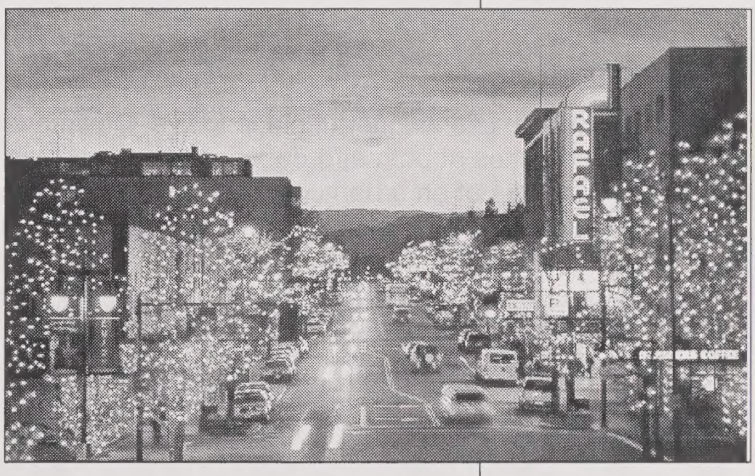
DOWNTOWN

Downtown is a beloved part of San Rafael. It is the business, financial and retail center for San Rafael and Marin County. A wide range of housing, shopping and employment is provided. It has events, celebrations and festivals that attract the entire community. It is the heart and soul of San Rafael, the focal point of the community.

NH-15. Downtown Vision.

Continue to implement *Our Vision of Downtown San Rafael.*

NH-15a. Downtown Vision. Base periodic review of Downtown policies on the Vision.
Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment



Residents and visitors enjoy the vibrancy of Fourth Street in Downtown.

Downtown Economy

NH-16. Economic Success.

Substantially expand Downtown's economic success and increase opportunities for retail, office and residential development.

NH-16a. Business Development Efforts. Support business development efforts downtown to create a robust retail mix, reinforce a strong office market and promote evening activities, restaurants and entertainment. This includes encouraging cooperative and coordinated programs to manage, recruit and market Downtown businesses.
Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment

Our Vision of Downtown

Our Vision of Downtown San Rafael was developed in the early 1990s through a broad-based collaborative community visioning process. Our Vision contains a narrative picture of what our community wants Downtown to feel and look like in 2020. The following is a brief summary of the most important images envisioned for Downtown San Rafael from Our Vision.

Downtown, with its sense of nurturing community, remains the place where a person can rediscover one's roots and sense of history. Downtown San Rafael is our hometown. While safe, friendly, warm, welcoming, and a comfortable mix of old and new, Downtown is alive with the excitement of an urban community and multidimensional city. Downtown generates a climate of good cheer and companionship where people want to socialize, reside, or conduct business.

Downtown is a healthy economic center. Thriving and profitable retail is a barometer of the health and vitality of Downtown. Shops provide that personal touch where customers are treated as neighbors and friends whether they are visitors, entrepreneurs who work in Downtown's new class "A" office buildings and in the restored and refurbished Victorians, or those who are attracted to the ambiance of local, personalized retailing.

Downtown is a wonderful place to live. Downtown provides a plethora of housing opportunities at both affordable and market rates for those who choose the amenities and advantages of an urban community lifestyle. A young professional beginning a career, a single parent in need of nearby shopping, services, and transit, a senior couple wishing to downsize their suburban home, or a Downtown worker, can find the right living arrangement in one of the condominiums, apartments, duplexes, townhouses, single family homes, or single resident rooms in Downtown San Rafael.

Downtown flourishes as our social, cultural, recreational and entertainment center. Many activities are concentrated here, from Falkirk Cultural Center to live theater at Belrose, to movies at the Rafael Film Center, forming the most interesting entertainment venue in the Northern Bay Area. City residents, visitors from neighboring towns, and tourists enjoy our cultural riches: the bookstores, the library, the Mission, art galleries, theater, museums, displays and performances at the community center, as well as street fairs and outdoor entertainment.

Downtown puts the spotlight on life. Parades, festivals, fiestas, events, gatherings all happen Downtown: Italian Street Painting, Film Festival, Classic Cars Parade, Halloween Trick or Treat, Winter Lights, Easter Egg Roll, and the Downtown Farmers' Market Festival. The sidewalks are bustling with people meeting friends for coffee at one of the outdoor cafes or restaurants, browsing at the popular farmers' market and shopping in our specialty stores.

Downtown celebrates diversity, accepting and valuing differences, creating new relationships among groups, peoples, and individuals of all cultures, economic status and interests. Children, teens, adults, seniors all feel welcome and find something to do. Families especially feel comfortable here and enjoy their Downtown outings.

Downtown grows multicolored with the splendor of flowers in boxes and planting areas and streets lined with trees. Downtown is a beautiful place to stroll among a blend of buildings that reflect the area's history and our dynamic times. Downtown is a park-like setting where the urban landscape is softened by the workings of nature and adorned with public art.

NH-17. Competing Concerns.

In reviewing and making decisions on projects, there are competing economic, housing, environmental and design concerns that must be balanced. No one factor should dominate; however, economic and housing development are high priorities to the health of Downtown.

See LU-3 (Project Selection Process).

NH-18. Economic Center.

Strengthen Downtown's position as a major business, financial and office center for the city and the county by maintaining a diversified economic base reflecting a mutually supportive combination of retail, office, service and government uses.

NH-18a. Hotel/Cineplex. Support the development of a hotel to sustain the office market and a Cineplex to enhance the retail, restaurant and entertainment offerings in Downtown.

Responsibility: Economic Development, City Manager
Timeframe: Short Term
Resources: Redevelopment

NH-19. Healthy Retail Sector.

Promote a healthy retail sector, essential to a successful and prosperous Downtown.

See NH-15a (Downtown Vision).

NH-20. Event Center.

Expand Downtown's reputation as the event center for the city by encouraging parades, festivals, celebrations, promotional sales and sports events. These activities may occur throughout Downtown; in the streets, parking lots, sidewalks, lawn areas and private property; and are sponsored by public, private and non-profit organizations, individuals and businesses.

NH-20a. Downtown Events. Continue to encourage high profile, signature events to bring people Downtown and to promote Downtown San Rafael. These events should include, but are not limited to, promotional events, youth and family entertainment, and the activities at Downtown cultural facilities.

Responsibility: Economic Development, Community Development, Community Services
Timeframe: Ongoing
Resources: Fees, Donations

NH-20b. Entertainment Activities. Promote entertainment activities in Downtown.

Responsibility: Economic Development, Community Development
Timeframe: Ongoing
Resources: Staff Time

The City Plaza is home to local celebrations.

NH-21. Cultural and Entertainment Promotion.

Promote Downtown as the cultural and entertainment center of San Rafael and the County to bring people Downtown and stimulate other business opportunities.

See NH-18a (Hotel/Cineplex), NH-20a (Downtown Events) and CA-1a (Community Vision of Culture and Arts in San Rafael).

Downtown Homes

NH-22. Housing Downtown.

Create a popular and attractive residential environment that contributes to the activity and sense of community Downtown. This includes:

a. Preserving and upgrading existing units,
b. Providing incentives to encourage new private sector construction of housing, particularly affordable housing, live/work units, and single room occupancy (SRO) units,
c. Designing units that take advantage of Downtown's views, proximity to shopping and services, and transit, and
d. Implementing zoning standards that reflect Downtown's urban character.

See H-23a (Zoning Standards to Encourage Mixed-Use).

Downtown Circulation

NH-23. Full Use of Street System.

To enable our desired uses and activities to happen Downtown, encourage full use of streets and alleyways reflecting Downtown's urban character.

The Mahon Creek Path is a recent pedestrian/ bicycle path and environmental enhancement.

See C-3a (Transportation Technology), C-4a (Street Pattern and Traffic Flow), C-4b (Street Design Criteria to Support Alternative Modes, C-6a (Circulation Improvement).

NH-24. Full Range of Transportation Options.

In addition to autos, encourage a variety of ways for people to travel to, in, and through Downtown, including:

- Bicycle and walking paths to other neighborhoods, Boyd and Albert Parks, and along Mahon Creek,
- Bike lanes where appropriate,
- Efficient bus service,
- A rail transitway, and
- Shuttle buses.

See C-10a. (Advocating Alternative Mode Projects) and C-11a (Car and Vanpooling) C-11b (Car Sharing), C-11c (Low-Impact Alternative Vehicles) and C-11d (Bike to Work Day).

NH-25. Pedestrian Comfort and Safety.

Make Downtown's street systems more comfortable and safe for pedestrians by:

- Balancing between the needs of pedestrians and the desire for efficient traffic flow,
- Slowing traffic where necessary,
- Providing two-way traffic where feasible,
- Making pedestrian crossings direct and safe,
- Establishing pedestrian environments unique to each District,
- Improving and/or expanding sidewalks, street trees, landscaping and other sidewalk amenities,
- Increasing visibility to storefronts and businesses,
- Seeking innovative solutions and ideas.

See C-27a (Implementation), C-27b (Prioritizing Pedestrian Improvements), C-27c (Bay Trail), C-27d (Pedestrian Safety Enforcement), C-27e (Pedestrian Safety) and C-28a (Urban Trail Network Project).

NH-26. Refine Look of Lincoln, Hetherton, Lindaro and Andersen Drive.

Improve the look and function of these important streets by emphasizing safe and efficient movement of pedestrians, cars and, where feasible, bicycles traveling into and through Downtown.

NH-26a. Pedestrian Lighting. Evaluate pedestrian lighting along Lincoln Avenue for safety.

Responsibility: Public Works, Police
Timeframe: Short Term
Resources: Staff Time

See C-4a (Street Pattern and Traffic Flow), C-4b (Street Design Criteria to Support Alternative Modes) and C-23a (Better Signage).

NH-27. Parking.

Continue to make parking convenient and easy to find by encouraging solutions that address Downtown's urban parking situation. Needed improvements include:

- Providing a range of long and short-term parking.
- Facilitating the joint use of parking areas where appropriate.
- Reducing the visual impacts of parking areas through design and landscaping.
- Improving pedestrian safety in parking lots and garages.
- Alleviating parking congestion where appropriate by converting underdeveloped open lots into public and private parking lots.
- Improving signage and visibility of public parking facilities.

NH-27a.Downtown Parking Strategy. Continue to maintain a comprehensive parking strategy including the management of the operations (revenue, enforcement and maintenance).

Responsibility: Management Services, Public Works
Timeframe: Ongoing
Resources: Parking Services Fund

See C-30a (Downtown Parking District).

Downtown Urban Design

NH-28. Special Place.

Preserve Downtown's reputation as a special place by developing a design strategy that capitalizes on Downtown's existing strengths:

- Unique urban characteristics and density,
- Diversity in architectural design, and
- Historic heritage and buildings.

See NH-29a (Implement Downtown Design Guidelines).

NH-29. Downtown Design.

New and remodeled buildings must contribute to Downtown's hometown feel. Design elements that enhance Downtown's identity and complement the existing attractive environment are encouraged, and may be required for locations with high visibility or for compatibility with historic structures. Design considerations include:

- Varied and distinctive building designs,
- Sensitive treatment of historic resources,
- Generous landscaping to accent buildings,
- Appropriate materials and construction, and
- Site design and streetscape continuity.

NH-29a. Implement Downtown Design Guidelines. Implement the Downtown Design Guidelines through the design review process.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

NH-29b. Update Downtown Design Guidelines. Update the Downtown Design Guidelines and zoning regulations as needed.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time, General Fund

Sidewalk dining is encouraged in the downtown.

NH-30. Pedestrian Environments.

Enhance Downtown's streets by establishing pedestrian environments appropriate to each District. These environments could include the following:

- Well-designed window displays and views into retail stores,
- Outdoor businesses and street vendors,
- Signs that are easy for pedestrians to see and read,
- Sun-filled outdoor courtyards, plazas and seating areas,
- Attractive street furniture and lighting,
- Information kiosks and public art.

See NH-29a. (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines), EV-2e (Street Vendors).

NH-31. Ground Floor Designed for Pedestrians.

Ensure that all buildings, regardless of height, are comfortable for people at the street level. This includes:

- Relating wall and window heights to the height of people,
- Use of architectural elements to create visual interest,
- Adding landscaping and insets and alcoves for pedestrian interest, and,
- Stepping upper stories back as building height increases.

See NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines).

NH-32. Historic Character.

Recognize and use the unique character of Downtown's many attractive, well-liked, historic buildings. Encourage new development on sites in the Downtown area to be compatible with nearby historic buildings, the historic Downtown street pattern, and the area's historic, pedestrian oriented character.

See LU-2a (Development Review), CD-4a (Historic Resources Information), CD-4b (Adaptive Reuse), CA-13a (Inventory Update) and CA-13b (Preservation Ordinance).

NH-33. Downtown's Neighbors.

Distinguish Downtown from adjoining neighborhood areas by:

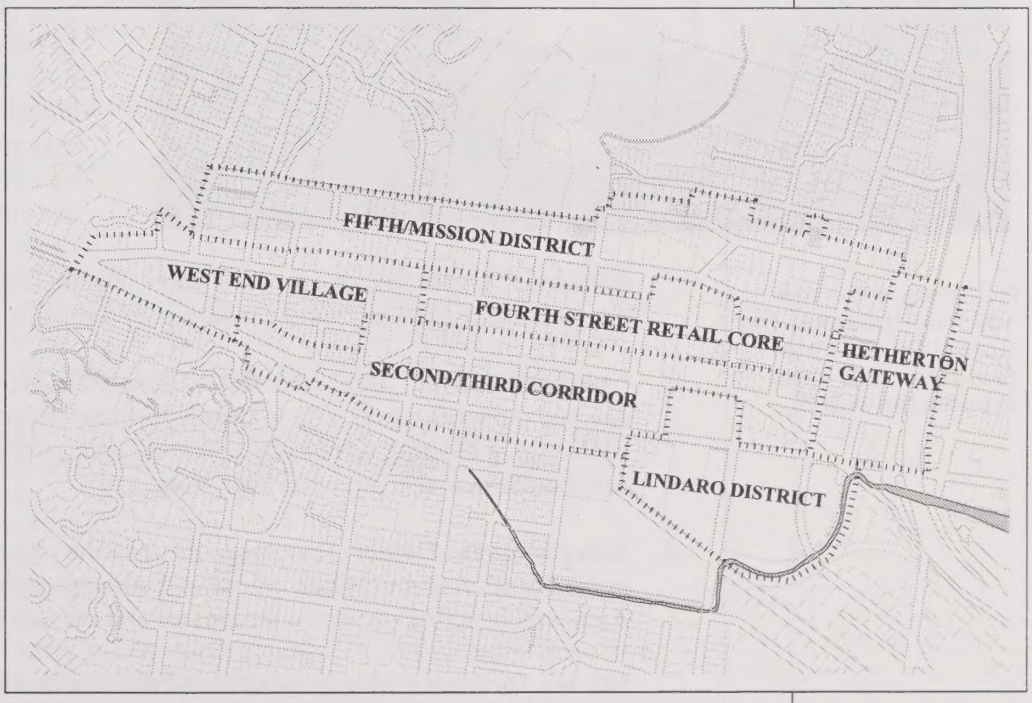
- Establishing major entrances to Downtown with gateway treatments,
- Keeping all Downtown activities within the Downtown area, and
- Providing a gradual transition into adjacent residential neighborhoods in terms of building scale and intensity of use.

See CD-1a (Gateway Enhancements) NH-29a (Implement Downtown Design Guidelines), and NH-29b (Update Downtown Design Guidelines).

Downtown Districts

Downtown San Rafael is a mosaic of six districts, each of which has a unique character. The individual character of each district is well defined; the districts are interconnected and together make up our whole Downtown. The Districts are:

- Fourth Street Retail Core
- Hetherton Office District
- Lindaro Office District



Our Vision of Downtown describes six districts within the Downtown area.

- Second/Third Mixed-Use District
- West End Village
- Fifth/Mission Residential/Office District

Vision districts have been translated into General Plan land use designations, which closely follow the boundaries described in the *Vision*. Three districts are not expected to change significantly: Fifth/Mission, the West End Village, and the Fourth Street Retail Core. Other parts of Downtown are expected to have greater changes over time, particularly the Lindaro Office District, which is now partially vacant.

Fourth Street Retail Core

Fourth Street Retail Core: The heart of Downtown, the primary shopping area and the center of entertainment, public events and social activities. This district encompasses Fourth Street from Lincoln to E Street.

Restored after the 1989 earthquake, the Rafael Film Center features films from around the world.

NH-34. Fourth Street Retail Core.

a. **Mix of Uses.** Make the Fourth Street Retail Core the center of San Rafael's activities, with a diverse mix of uses including retail, service, entertainment, cultural, finance, office and housing. Housing and general office uses are encouraged on upper floors.

b. **Successful retail area.** Develop Downtown San Rafael as one of the most interesting and popular shopping areas in the Bay Area by making it vibrant and alive all day and evening, full of people and activities and offering a wide variety of unique shops. With uses such as restaurants, coffee houses and bookstores, Fourth Street and the cross streets will be a vigorous and growing retail center highly valued by Marin County residents.

c. **"Alive-after-five."** Maintain a mix of businesses active at different times of the day and the week, especially to keep Fourth Street active and busy after 5 PM; by encouraging existing businesses to remain open in the evenings; and by attracting new businesses, that are open later in the day.

d. **Entertainment Center.** Encourage the location of additional entertainment venues in the Fourth Street corridor, which will attract people from throughout the Bay Area, and benefit Downtown businesses and the San Rafael community.

NH-34a. Downtown Management. Coordinate and encourage property and business owners, the San Rafael Chamber of Commerce, city officials and the Business Improvement District (BID) in efforts to market Downtown businesses.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Redevelopment

NH-34b. Fourth Street Staging Area. Use the Fourth Street Retail Core as the primary staging area for Downtown events and activities. Continue to accommodate enterprises ranging from the Downtown Farmers Market, parades, fiestas and sidewalk sales to outdoor cafes and vendors.

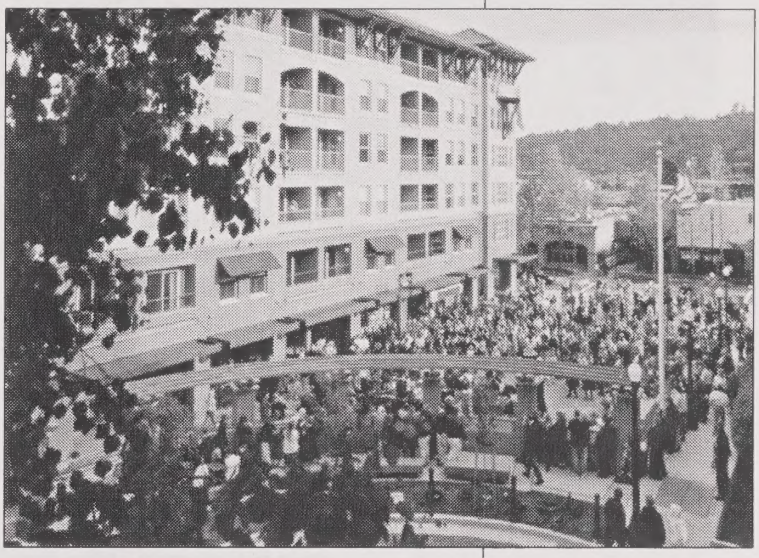
Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time, Partnerships

See LU-2a (Development Review), NH-16a (Business Development Efforts), and NH-20a (Downtown Events).

NH-35. Fourth Street Retail Core Design Considerations.

a. **Heart of Downtown**. Enhance the image of the San Rafael City Plaza as the Heart of Downtown, so it will be the area that first comes to mind when people think of Downtown. Promote Fourth Street as a lively area where people congregate before moving on to the Rafael Theater, shopping areas and evening activities.

b. **Outdoor Gathering Places**. Encourage a variety of inviting and safe public and private outdoor gathering places for community celebrations, people watching and recreation.



City Plaza in Downtown, created by closing part of Court Street, opened in 2002.

c. **Fourth Street Core Improvements**. Improve the appearance of Fourth Street through landscaping and additional trees, street and sidewalk enhancements, infilling undeveloped lots, discouraging curb cuts, and renovating building facades.

d. **Parking lot connections**. Improve pedestrian connections between public parking lots and Fourth Street.

e. **Heights**. Heights of individual buildings will vary, ranging from two to four stories, with increased height permitted in some locations consistent with bonus height policies. Buildings on the south side of Fourth Street should limit the blockage of sunlight on the sidewalks on the north side of Fourth Street.

NH-35a. Plaza Improvements. Consider improvements for the Plaza such as additional landscaping including shade trees, seating and public art, and retain its function as a community-gathering place.

Responsibility: Public Works
Timeframe: Long Term
Resources: Capital Improvement

See NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines) and CD-17a (Street Furnishings).

Hetherton Office District

The major gateway to Downtown and center of our transportation system. This office district is adjacent to Highway 101.

NH-36. Hetherton Office District.

a. **Office Center.** Emphasize development related to the Transportation Center, especially office and professional service buildings, which could include limited areas for street-level retail uses. Residential is also strongly encouraged in this area.

b. **Transportation Hub**. Use the Transportation Center to coordinate and facilitate the different ways people move to and around Downtown, including bus, rail, auto, bicycle and on foot. Include safe pedestrian and bicycle connections linking this area to the stores, services, cultural facilities, and recreational opportunities in other parts of Downtown. Expand connections from the Transportation Center to other parts of the City by:

- Encouraging expanded bus transit,
- Considering shuttle service to feasible locales when such service is warranted and can be funded,
- Incorporating a rail station if rail service is initiated,
- Improving walking and biking facilities,
- Providing a safe connection to Mahon Path,
- Facilitating the movement of commuters to and from the neighborhoods, and
- Creating safer pedestrian crossings on Second and Third Streets.

NH-36a. Zoning Ordinance. Amend the Zoning Ordinance to allow more flexibility in uses in Hetherton Office zoning district.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

NH-36b. Transit Service. Support efforts by Caltrans, the Golden Gate Bridge District, the Marin County Transit District and other transportation providers to increase transit service at the Transportation Center.

Responsibility: Public Works, Community Development
Timeframe: Short Term
Resources: Staff Time

See C-17a (SMART Service), C-20a (Transit Hubs) and LU-2a (Development Review).

NH-37. Hetherton Office District Design Considerations.

a. **Downtown Gateway.** Transform the Hetherton Office District into an elegant transition into Downtown San Rafael. Improve the entries to Downtown at Third Street, Fifth Street, Mission Avenue, Lincoln Avenue and the freeway ramps with entrance graphics, enhanced planting and lighting. Buildings should complement the district's entryway treatment and provide an attractive facade along Hetherton Street.

b. **Fourth and Hetherton.** Announce and mark this primary gateway to Downtown with a distinctive gateway treatment at Fourth Street and Hetherton, which is gracious and welcoming in character. Design issues to consider are:

- Plaza or other open space areas both public and private,
- Public art,

- Strong landscaping design, and
- Retail uses opening on to a plaza or other open space areas.

c. **Hetherton Design.** Encourage projects of high quality and varied design with landmark features that enhance the District's gateway image. Examples include:
   - Building design emphasizing the gateway character and complementing the district's transitional treatment by incorporating accent elements, public art and other feature items,
   - Upper stories stepped back,
   - Ground floor areas have a pedestrian scale,
   - Retail uses opening onto public areas,
   - Useable outdoor spaces, courtyards and arcades that are landscaped, in sunny locations and protected from freeway noise.

The San Rafael Corporate Center, a Class A office development, is a redevelopment of a Brownfield site in Downtown.

d. **Under Highway 101 Viaduct.** Work with Caltrans to make the area under the freeway attractive and safe with, for example, maintained landscaping, public art, creek enhancements or fencing.

e. **Height.** Building heights of three to five stories are allowed west of the rail transitway, and typically up to three stories east of the rail transitway.

NH-37a.Freeway Ramps. Work with Caltrans, civic organizations and neighborhood associations to beautify the freeway ramps with enhanced landscaping.
Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines).

Lindaro Office District

At the southeast corner of Downtown, a major development area with office and some retail uses.

NH-38. Lindaro Office District.

a. **Strategically significant gateway**. Continue the transformation of the Lindaro Office District into one of the most handsome urban places in Marin County by developing landmark, well-designed buildings. This District will be a special asset to the city and enhance Downtown's image as a high quality business center. The primary purpose of this district is to attract new people that would shop and use the rest of Downtown, particularly the Fourth Street Retail Core.

b. **Mix of uses.** Encourage an office complex that may include limited and incidental office-serving retail uses, a major hotel, cultural or entertainment facility, or residential, if feasible. Large community-serving ("big box") retail and shopping centers are not allowed in this District. Any project must achieve the objectives described in (a) above.

c. **San Rafael Corporate Center.** Encourage the completion of the development of the San Rafael Corporate Center as a distinctive, high quality office center, which can include a coordinated mix of uses as stated above complementing, not competing with other Downtown Districts, especially the Fourth Street Retail Core. This project's superior design quality will be the major identifying characteristic of the District and must be a graceful addition to the views of Downtown from Highway 101.

See LU-2a (Development Review), NH-16a (Business Development Efforts), NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines).

NH-39. Lindaro Office District Design Considerations.

a. **Building design and sense of place.** Evoke a strong sense of place through site and building design that includes:
   - Buildings oriented to take advantage of the Creek frontage and views of Mt. Tamalpais,
   - Variety in architectural styles,
   - Varied setbacks on Second Street,
   - Arcades and courtyards,
   - Buildings that are inviting and attractive on all sides facing the street or pedestrian areas,
   - Reduced visual impact of parking areas through site design and landscaping,
   - Screened PG&E transformer area, and
   - Screened areas for service vehicles.

b. **Regional and neighborhood emphasis.** Although the District should be architecturally distinctive and urban in character, appealing to the broader region, blend development carefully with neighborhoods to the south and with adjacent office development in the Second/Third Corridor and Hetherton Gateway Districts.

c. **Active ground floor.** Enhance the pedestrians' environment through active street frontages and buildings with a human scale at the ground level.

d. **Lindaro connections.** Tie the different properties and developments in the area together through a wide variety of elements including:
   - Compatible uses and tenant mix,
   - A network of public spaces linked by pedestrian pathways, and
   - Enhanced appearances of Lincoln Avenue, Lindaro Street and Andersen Drive through continuity of streetscape features such as lighting, street trees and sidewalks.

e. **Links to other districts.** Connect Lindaro to the rest of Downtown through site design and streetscape continuity with adjoining districts.

f. **Mahon Creek improvements.** Continue to improve access to Mahon Creek through useable recreation areas, landscaping, bike paths and walkways.

g. **Height.** Provide a variety of heights in individual buildings: two to four stories, with a height bonus up to six stories.

NH-39a. Mahon Creek. Complete the implementation of the adopted Mahon Creek Final Conceptual Plan.

Responsibility: Public Works
Timeframe: Long Term
Resources: Grants, Donations, Capital Improvement

See NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines).

Second/Third Mixed Use District

An attractive, safe and efficient transportation corridor along Second and Third Streets.

NH-40. Second/Third Mixed-Use District.

a. **Auto-oriented uses.** Allow a vital, varied and compatible mix of offices, retail uses, and residential uses, where appropriate. Uses usually accessed by car should be concentrated along the west end of Second Street to take advantage of the high traffic volumes.

b. **Enhance pedestrian character.** Enhance the pedestrian character of the A and B cross streets by encouraging a variety of uses, including neighborhood serving and specialty retail uses, and residential uses.

c. **PG&E office building site.** This site offers a major redevelopment opportunity as an infill site that could accommodate a mix of land uses, including residential if feasible, that would take advantage of the site's high visibility from Second and Third Streets, extend the uses on the San Rafael Corporate Center, or provide patrons for the Fourth Street Retail Core.

d. **Transportation Corridor.** Make Second and Third Streets a very attractive, safe and efficient transportation corridor that allows smooth travel through Downtown, provides easy access to the Fourth Street Core via the cross streets and is safe to walk along and cross. Substantially improve Second and Third Streets through:

- Screening pedestrians from the perception of traffic noise and encouraging pedestrian use of other streets,
- Improving pedestrian connections to Fourth Street,
- Providing safe crosswalks at all intersections,
- Reducing the number of driveways that interrupt sidewalks, and
- Managing traffic flow for efficiency, not speed.

e. **Improved parking.** Develop attractive, screened and easy-to-find public and private parking areas serving both the Fourth Street Retail Core and the Second/Third Street Corridor.

NH-40a. Zoning Ordinance. Amend the Zoning Ordinance to allow more flexibility in uses in CSMU, 2/3 MUE, and MUW zoning districts.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See LU-2a (Development Review), NH-18a (Hotel/Cineplex) and NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines).

Palm trees frame the view up A Street from Albert Park to St. Raphael's Church.

NH-41. Second/Third Mixed Use District Design Considerations.

a. **An inviting appearance.** Create an inviting appearance to people traveling Second and Third Streets. Encourage attractive, creative and varied architecture on Second and Third Streets, with design detail on all sides of buildings visible to the street or pedestrians.

b. **Unique character of cross streets.** A, B, C and D Streets are important links from Fourth Street to neighborhoods south of Downtown. Strengthen the unique character of these cross streets by giving special treatment to:
   - A Street as an important visual and pedestrian connection between Mission San Rafael Arcangel and Albert Park and Andersen Drive,
   - B Street as an area of strong historic character, and
   - B, C and D Streets as major pedestrian connections between the Gerstle Park Neighborhood and the Fourth Street Retail Core.

c. **Height.** Individual building heights will vary and typically range from two to four stories east of B Street, and from one to three stories generally west of B Street.

See NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines), LU-13 (Height Bonuses), Exhibit 9 (Building Height Limits in Downtown San Rafael).

West End Village

A mixed-use village with strong connections to the Retail Core. This district is located along Fourth Street west of E Street.

NH-42. West End Village.

a. **Village within Downtown.** Keep the West End Village a unique, friendly, desirable place to live and shop. Activities in this district help meet the needs of the surrounding neighborhoods. Encourage residential use on the upper floors of buildings.

b. **Unique shopping district.** Continue to encourage development that makes the West End Village a unique place to shop. One-of-a-kind businesses, such as bakeries, restaurants, craft stores, art galleries and furniture stores; outdoor uses such as sidewalk cafes; and a major retail anchor use are all part of the West End's special blend of retail.

c. **Retail anchor.** Encourage upgrading the Yardbird's Center retail anchor by:
   - Integrating all the individual properties and parking lots into a well designed center,
   - Coordinating and connecting the shopping center with the other stores and services along the west end of Fourth Street,
   - Providing a wide variety of goods and services, and
   - Including outdoor restaurants, sales and activities.

d. **Improve parking.** Upgrade existing parking and create new, easy to find parking areas by:
   - Requiring new development to provide adequate new parking areas,
   - Screening parking areas with landscaping, and
   - Locating parking lot entrances on side streets where possible.

e. **Parking Lots on Fourth Street.** Encourage the redevelopment of parking lot sites (such as car dealers and private, open parking lots) on Fourth Street west of Shaver Street.

See LU-2a (Development Review), NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines).

NH-43. West End Village Design Considerations.

a. **Residential design**. Blend new multifamily development on Second and Third Streets into the character and appearance of the Latham Street neighborhood. For example, new development should have elements similar to existing structures, entrances oriented toward the street, and driveways and garages that are recessed or under the buildings. Encourage lot consolidation for better site design.

b. **Village identity**. Create a distinct identity for the Village with, for example, a sign program or bench program unique to the District.

c. **Historic neighborhood shopping district**. Preserve the West End Village as a beautiful, inviting, relaxed place with a comfortable neighborhood character. Keep its historic appearance and small-scale buildings. West End Village design includes:
   - Retaining the small storefront pattern, and building to the sidewalk, and
   - Facade improvements and lighter and brighter building colors.

d. **Attractive outdoor setting**. Increase interest for pedestrians with:
   - Outdoor cafes and other activities,
   - Streetscape improvements, such as decorative banners, benches and public art,
   - Small staging areas for events in the Village and/or extend into the Core,
   - Sidewalk repairs,
   - Views to the creek where possible, and
   - Plentiful and colorful landscaping.

e. **Fourth Street Retail Core connection**. Visually connect the Village to the Core, for example, by installing street lighting and trees similar to those in the Core.

f. **Height**. Respect the low scale development of buildings one to three stories in height with housing or office above ground floor retail.

See NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines), LU-13 (Height Bonuses), Exhibit 9 (Building Height Limits in Downtown San Rafael).

Fifth/Mission Residential/Office District

Our civic center and cultural district, with residential and office uses. This district is located along Fifth and Mission, west of Irwin Street.

NH-44. Fifth/Mission Residential/Office District.

a. **San Rafael City Hall.** Retain government services at San Rafael City Hall.

b. **Office and residential uses.** Intermingle office and residential uses throughout the District. East of B Street is a comfortable blend of mid-sized office buildings and residential developments. Medical services, social service providers and non-profit organizations are concentrated in the attractive Victorian buildings west of E Street.

c. **Cultural district.** Encourage a thriving cultural district, based on the many community-cultural activities at the theaters, schools, library, museum, churches and historic buildings.

See LU-2a (Development Review) and CA-11a (Facility Needs).

NH-45. Fifth/Mission Residential/Office District Design Considerations.

a. **Culturally-rich historic district.** Reinforce the graceful, historic and cultural strengths of the District by showcasing resources, such as the Falkirk Cultural Center, the City Library building, the Boyd House and the many Victorian structures by, for example:
   - Retaining public spaces, such as the lawn area in front of Falkirk Cultural Center,
   - Opening the front of the Boyd House landscaping to the street and promoting adaptive reuse of the historic home and landscape,
   - Adding a historic museum in Boyd Park and creating a more identifiable and accessible entrance into Boyd Park,
   - Improving pedestrian safety along Mission Street, and
   - Connecting this area into the activities at Courthouse Square and the City Plaza.

b. **Fifth Avenue and A Street.** Retain the open areas at the intersection of Fifth Avenue and A Street on the north side of Fifth Avenue in front of St. Raphael's Church, and along the Courthouse Square Building.

c. **Fifth/Mission design.** Encourage an interesting diversity of building styles in the Fifth/Mission District ranging from historic Victorians to well-articulated new office buildings. On Fifth Avenue west of E Street and on the east and west ends of Mission Avenue:
   - Design infill office and residential development to be compatible with existing neighborhood qualities, and
   - Include landscaped front yards and historic building characteristics.

d. **Fifth/Mission pedestrian character.** Enhance the pedestrian character by preserving mature landscaping, planting more street trees and by enhancing views down the cross streets. In addition, establish a strong visual and pedestrian access connection on B Street from Boyd Park to Albert Park, and stronger connections between the Fifth/Mission District and surrounding neighborhoods.

e. **Height.** Heights of individual buildings will vary, but be similar in scale to existing buildings west of E Street, and on the east end of Mission. Two to three story offices are anticipated east of B Street.

See NH-29a (Implement Downtown Design Guidelines), NH-29b (Update Downtown Design Guidelines).

BAYSIDE ACRES

Bayside Acres is in an unincorporated portion of the City along Point San Pedro Road primarily developed with large single-family homes on hillside lots. Homes located west of Point San Pedro and along the Bay are developed on smaller lots. A few properties have been annexed into San Rafael in recent years.

Vision of Bayside Acres

Bayside Acres, located in an unincorporated area of the County, is one of San Rafael's less dense neighborhoods and is not expected to change. However, annexation of more properties into the City will remain a possibility.

BRET HARTE

Formerly a dairy farm, Bret Harte is a historical district developed after World War II. Land use in this neighborhood is primarily residential with single-family homes and high-density apartments along Woodland Avenue. Residents of Bret Harte travel through an adjacent industrial area to access their neighborhood, thus upgrades to Francisco Boulevard West and Woodland Avenue are of great interest. Due to the smaller size of many of the homes, Bret Harte is considered a more affordable housing area and attracts many young couples and families. The Bret Harte Park is a central fixture of the neighborhood and is the setting for many community events and activities.

Vision of Bret Harte

New development in this neighborhood is expected to be minimal, with development limited to a few single-family homes on hillside lots. This area also needs to be protected from the potential impacts of nearby industrial businesses.

NH-46. Bret Harte Neighborhood Plan.

Prepare a plan for the neighborhood to address neighborhood concerns.

See NH-1a. (Neighborhood Planning Process).

CALIFORNIA PARK

California Park is an unincorporated area of the City, east of the Bret Harte neighborhood. The 103-acre neighborhood consists of single-family homes and apartments. The undeveloped Scheutzen Subdivision, located along Auburn Street, consists of very small lots within a wetland area.

Vision of California Park

This neighborhood, located in an unincorporated area of the County, has some development potential remaining on the Scheutzen parcels. Any development of these parcels will need to protect the on-site wetlands.

NH-47. California Park.

Absent significant environmental constraints, a medium density residential General Plan amendment could be considered for the Scheutzen site due to the subdivision's proximity to the proposed transitway and a potential transit station location. Future development on the site shall protect all on-site wetland areas.

See LU-7 (Land Use Planning in Surrounding Jurisdictions).

CANAL NEIGHBORHOOD

The Canal Neighborhood encompasses the residential and nonresidential areas south of the San Rafael Canal and east of Highway 101. The residential portion, including the Canal, Spinnaker and Bay Point houses more people than any other part of San Rafael. It is comprised of many large apartment buildings, condominium complexes, townhomes and duplexes, as well as single-family homes along the Canalfront.

The nonresidential areas include an older industrial area north of Bellam Blvd. and west of Belvedere Street, a newer light industrial/office area south of Bellam Blvd., and a light industrial/office and industrial area between I-580 and Highway 101. Businesses within the neighborhood include industrial, commercial, car dealerships, and office. The neighborhood has a major impact on the local economy comprising 15 percent of the City's jobs.

The neighborhood also has outstanding natural features including the San Rafael Canal, a two-mile long Bay Shoreline Parkband featuring the Bay Trail, regionally important wetlands, and the San Quentin Ridge hillside. Parks and schools include Pickleweed Park and Bahia Vista Elementary School.

Vision of the Canal

There will not be much more development in the area. Marin Square is the Southern Gateway to San Rafael. Potential land uses include a hotel (Gary Place site), and mixed-use (neighborhood and region serving), with retail on the ground level and residential above or behind the street frontage.

The Medway/Vivian Way area is the heart of the Canal neighborhood, and should be redeveloped with neighborhood serving mixed-uses. Gathering places with pedestrian connections through the Medway-Vivian block should also be encouraged.

The corridor from Francisco Boulevard East along Medway Road to Canal Street is the major entryway into the Canal neighborhood, a true gateway for residents, business owners, students, and shoppers. Sidewalks will be widened, lighting and landscaping installed and amenities such as benches and signage will be added. All of this will make the corridor more inviting and safer by striking a balance between pedestrians and bicyclists and the numerous cars, buses and trucks that drive through the corridor every day.

General commercial should be allowed along Francisco Boulevard East, with neighborhood retail and services uses such as a health center, police station, and childcare.

Neighborhood Homes

NH-48. New Residential Areas.

Develop well-designed new residential areas at medium to high densities in the neighborhood. Provide residential development opportunities close to jobs, and support and enhance the existing residential neighborhood.

See LU-14a (Land Use Compatibility).

NH-49. Conflicting Uses.

Prevent the encroachment of new residential development into the Light Industrial/Office District to minimize conflicts. Businesses locating adjacent to residential areas shall be designed to minimize nuisance impacts.

See LU-14a (Land Use Compatibility) and CD-12a (Compatibility of Building Patterns).

NH-50. Canal Neighborhood Plan.

Prepare a new Canal Neighborhood Plan. Building on the results of Canal Voice, create a vision for the neighborhood that addresses the need for better access, more shopping and services, and improved housing.

See NH-1a. (Neighborhood Planning).

Neighborhood Economy and Culture

NH-51. Existing Business Areas.

Support and encourage the upgrading of existing business areas, consistent with infrastructure needs. Encourage redevelopment and upgrading of existing sites.

See EV-13a (Zoning Regulations).

NH-52. New Business Development.

Encourage and give priority to new business development that benefits the neighborhood through provision of needed services, low traffic impacts, or employment of a high percentage of neighborhood residents. Encourage opportunities for local residents to own and operate businesses.

See EV-2b (Infill and Reuse Opportunities), LU-3a (Project Selection Process) and LU-14a (Land Use Compatibility).

NH-53. Building and Automotive Services.

Maintain availability of sites for building, automotive and related service industries important to San Rafael's economy and needed for the convenience of its residents and businesses.

See LU-16a (Building and Automotive Services).

NH-54. Medway/Vivian Redevelopment.

Encourage the following in the Medway/Vivian Way area:

- Neighborhood serving-uses, such as a health center, neighborhood retail and services, and childcare;
- Community gathering places; and
- Pedestrian connections through the Medway/Vivian block.

NH-54a. Expansion of the NC District. Amend the zoning ordinance and map to expand the NC District to encourage neighborhood-serving commercial uses and housing.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See LU-2a (Development Review).

NH-55. Canalways.

Recognize the high resource value of the site's wetlands that provide habitat to many species, which may include rare and endangered species. In addition, recognize that this site is in an area affected by traffic congestion. With any development of this property, buffer site wetlands from buildings and parking lots, and obtain trail easements and improvements for the Jean and John Starkweather Shoreline Park. Development shall be located along the western edge of the site and to the greatest extent feasible in areas outside of delineated wetlands or areas determined as critical upland habitat for endangered species.

NH-55a. Wetlands Enhancement. Require a wetlands delineation and wetland habitat analysis to assist in identifying appropriate area for development.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

NH-56. Windward Way (APN 009-330-01).

Allow medium density residential use on the privately owned 2.5-acre parcel with development clustered at the south end to retain views of the park site from Windward Way. Avoid conflicts with overhead wires.

See LU-2a. (Development Review) and PR-9 (New Parks).

NH-57. City Lot at Southwest Corner of Bellam and Windward Way.

Use this site, or proceeds from development of the site, to provide needed neighborhood services.

See LU-2a (Development Review).

NH-58. Marin Square/Gary Place Redevelopment.

Encourage joint planning for the Marin Square/Gary Place area, including improved access to Gary Place. With any future redevelopment of the Marin Square shopping center and Gary Place, emphasize the following land uses: mixed-use (retail on the ground level and residential above), and possibly a hotel.

Marin Square could be redeveloped as a mixed- use center, with housing and a hotel.

NH-58a. Development Review Process. As part of a development application, consider land use changes to Gary Place to allow redevelopment of the site.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

See LU-2a (Development Review).

NH-59. Cal-Pox Site (East of Home Depot).

Allow light industrial/office and specialty retail uses. Traffic congestion in the area, prior to needed roadway improvements, may limit development on the site to low traffic-generating uses. Hotel use may be considered for the site provided that environmental analysis demonstrates that potentially hazardous soils conditions are in compliance with State and Federal laws and that geo-seismic conditions and commercial use conflicts have been mitigated.

NH-59a. Development Review Process. As part of a development application, consider land use changes to Cal-Pox Site to allow for redevelopment.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

See LU-2a (Development Review).

NH-60. Marin Rod & Gun Club.

Should the club discontinue use of the site for recreational activities, allow high density residential or hotel use and provide for public access.

NH-60a. Development Review Process. As part of a development application, consider land use changes to the Marin Rod and Gun Club to allow for redevelopment.
Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

See LU-2a (Development Review).

Neighborhood Design

NH-61. Public Plaza.

Encourage the creation of a public plaza to serve the Canal community.

NH-61a. Public Plaza. Through development review process, encourage a public plaza area. If funding becomes available, identify a location and purchase land for a plaza.
Responsibility: Community Development, Economic Development
Timeframe: Long Term
Resources: Grants, Donations, Staff Time

NH-62. Parks and Recreation.

Increase recreation opportunities and facilities to serve neighborhood residents and employees. Complete planned Pickleweed Park and Starkweather Shoreline Park improvements, enhance Beach Park, and plan and implement park improvements at the Bellam/Windward Way site.

See PR-5a (Needs Survey), PR-7a (Community Park Improvements), PR-8a (Neighborhood Park Improvements), PR-(a) (Bellam/Windward Way site) and PR-13a (Commercial Recreation).

NH-63. Community Meeting Rooms.

Meet the need for affordable meeting/activity space, during prime times for the community for resident serving programs and activities such as English as a Second Language classes and other programs and activities, with priority given to neighborhood residents.

NH-63a. Community Use of Pickleweed Park. Continue to encourage neighborhood use of Pickleweed Community Center.
Responsibility: Community Services
Timeframe: Long Term
Resources: Staff Time, Partnerships

NH-64. Schools.

Support efforts of the School District to provide adequate space for increasing student enrollments. Encourage continued City/School dialogue on such issues.

NH-64a. Schools. Continue to support School District efforts to provide to expand or replace the existing Bahia Vista School in the Canal neighborhoods.
Responsibility: City Manager
Timeframe: Long Term
Resources: Staff Time

NH-65. Library Services.

Support expanded library services in the Canal Neighborhood.

See CA-12a (Opportunities for Community-Based Libraries).

NH-66. Childcare.

Provide more affordable, quality, childcare facilities that support the community.

See LU-19a (Zoning for Childcare Programs) and G-15a (Joint Use of Educational Facilities).

NH-67. Community Classes and Programs.

Provide more programming at Pickleweed, such as College of Marin bilingual classes, library services, Kids' Club, pre-school and after-school programs.

See PR-27a (Recreational Programs) and PR-28a (Summer Programs).

NH-68. Shoreline Embankments.

Require riprap on the outside face of levees facing the Bay. After large storms, inspect existing riprap on levee faces. Repair and replace as necessary to provide adequate wave erosion protection.

Starkweather Shoreline Park is a beautiful setting to enjoy the bayfront.

NH-68a. Riprap. When the levees are improved, require riprap of the type and size approved by the Public Works Department on the outside face of the levee.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time

See S-17a (Title 18 Flood Protection Standards).

NH-69. San Quentin Ridge.

Preserve San Quentin Ridge as open space through the development process due to its visual significance, importance as a community separator, slope stability problems and wildlife/endangered species habitat value. The exact delineation of "conservation" and "development" portions of the site on the land use map is schematic, with development to be limited to the lower, less steep portion of the site. Provide a public access trail.

See OS-1b (Preservation Opportunities), OS-3a (Management of Private Open Space) and CON-12a (Hillside Design Guidelines).

NH-70. Access to Open Space.

Provide public access to open space areas when projects are approved, including access to and along the shoreline, portions of the Canalfront, and San Quentin Ridge. Minimize public access conflicts with sensitive habitat areas and with nearby development, including parking conflicts.

See OS-4a (Access Points).

NH-71. Gathering Places.

Support efforts to provide places where neighbors can meet each other, such as at Pickleweed Park, the Community Center, or a public plaza.

NH-71a. Development Review Process. Through the development review process, encourage the provision of neighborhood gathering places.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

Neighborhood Circulation

NH-72. Neighborhood Design.

Improve neighborhood entry roads and landscaping, and retain views.

NH-72a. Medway Improvements. Complete the design phase and construction of streetscape improvements of the Medway/Canal project funded in part by a grant from the Metropolitan Transportation Commission.

Responsibility: Public Works
Timeframe: Short Term
Resources: Grants, Fees, Staff Time

See CD-8a (Gateways) and CD-9a (Corridor Design Guidelines).

NH-73. I-580/101/Bellam Blvd. Interchange Improvements.

Pursue improvement of the I-580/101/Bellam Blvd. interchange.

NH-73a. Caltrans. Work with Caltrans on an effective and attractive design for the Highway 101 and I-580 interchange.

Responsibility: Public Works, Community Development
Timeframe: Long Term
Resources: State and Federal Fund, Mitigation Fees

CANAL WATERFRONT

The San Rafael Canal, stretching from Albert Park to the Bay, is an underutilized community asset. Existing uses transition from single-family homes and apartments east of Harbor Street, and commercial uses from Harbor Street to Grand Avenue. Most of these commercial uses are marine-oriented, including four marinas, yacht brokerages, boat repair, fishing supplies and commercial fishing operations. Other commercial uses include restaurants, the Montecito Shopping Center, the Harbor Shopping Center, and limited office space. Existing public access to the Canal is limited. Beach Park was improved in conjunction with the renovations at the Seafood Peddler restaurant, and Pickleweed Park has a pathway along the Canalfront. In addition, Montecito Shopping Center and the Grand Landing Office building have walkways along the waterway.

Vision of the Canal Waterfront

Improved public access to and along the Canal, both visual and pedestrian, should be actively promoted through redevelopment of properties between Grand Avenue and Harbor Street. A public promenade on either side of the Canal is a high priority. Water dependent industry will continue to be encouraged, but other pedestrian-oriented services, such as restaurants and retail, will also be allowed on ground floors, and housing allowed above. Live-aboard boats will continue to provide additional affordable housing, while adding to the marine character of the area. Improved access to commercial businesses from the water for boaters will also be encouraged. Maintenance of the Canal as a navigable waterway is essential and will require a local funding source for periodic dredging.

NH-74. Community-wide Asset.

Promote and improve the San Rafael Canal as a community-wide asset for public and marine related uses, where public access, use and views of the water are maximized, and sensitive wildlife habitat areas are protected. The San Rafael Canal shall be maintained as a navigable waterway.

NH-74a. Design Plan and Vision for the Canalfront. Prepare a Canal Waterway Vision to determine the land use needs of the community, provide solutions to improve the appearance of the Canal and its waterfront and to increase public access, including possible expansion of Beach Park. The Vision should continue to have a marine-related focus. Conduct a community-based vision process with merchants, residents, business people, boaters, and others who live, work near, and use the waterway.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See NH-79a (Dredging Program).

NH-75. Canal Waterfront Uses.

Promote marine-related commercial uses west of Harbor Street to serve the recreational and live-aboard boating community. Other commercial uses that encourage pedestrian traffic, such as restaurant and retail uses, will also be allowed on the ground floor. Residential and office uses are allowed above the ground floor. East of Harbor Street, residential uses are to be retained.

Redevelopment along the Canalfront to improve public access is a major goal of the plan.

NH-75a. Zoning Ordinance. Amend the Zoning Ordinance to allow non-marine-related and residential uses.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

NH-76. Recreational Boat Facilities.

Existing recreational boat launch facilities along the canal shall not be reduced unless the demand for those facilities no longer exists or adequate substitute space can be provided. Encourage the addition of boat launch facilities, boat trailer parking, and sewage pump-out facilities where appropriate.

NH-76a. Maritime Service Demand. Evaluate the market demand for maritime service uses in developing the Canal Waterfront Vision.

Responsibility: Community Development, Economic Development, Management Services
Timeframe: Short Term
Resources: Staff Time

NH-76b. Public Boat Launching Facilities. Promote the addition of public boat launching facilities, for example for kayaks at Beach Park or behind Montecito Shopping Center.

Responsibility: Community Development, Community Services, Economic Development
Timeframe: Long Term
Resources: State Lands Mitigation Funds, Property Owners, Partnerships, Concessionaires, Staff Time

NH-77. State Lands Commission Title Claims.

Continue to resolve public trust title claims with individual property owners and the State Lands Commission in order to assist in the redevelopment of the affected properties.

NH-77a. State Lands Commission Title Claims. To assist in redevelopment of affected properties, resolve public trust title claims consistent with State Law Chapter 1742, Statutes of 1971, which allows the City to convey or exchange, subject to approval of the State Lands Commission, certain filled lands which are found to be no longer useful or susceptible to use for the public trust purposes of harbors, commerce, navigation, fisheries, or appurtenances thereto.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time

Neighborhood Design

NH-78. Waterfront Design.

Require low scale buildings that provide public views of the water and which do not dominate the Canal. Design factors important in reviewing specific development proposals include pedestrian access, building setbacks from the water, height, landscaping, Canal view protection and enhancement, wildlife habitat protection and high quality architectural design. Until a design plan is prepared, new Canalfront buildings and substantial reconstruction of existing buildings and structures should:

a. Be set back a minimum of 25 feet from the top of the bank or bulkhead along the Canal for creation of a public promenade,
b. Increase public access and public view opportunities,
c. Improve access from the water for boaters, where appropriate,
d. Locate new structures, or relocate existing structures where feasible, to retain or open up view corridors to the water and activities along the Canal,
e. Orient uses and buildings towards the Canal waterfront, including building entries where appropriate, and
f. Improve the appearance of the waterfront through excellent design quality.

NH-78a. Canalfront Design Guidelines. Prepare, as part of the Canal Waterfront Vision, design guidelines in order to improve the appearance of buildings along the Canal Waterfront and incorporate opportunities for public access.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time, General Fund

See program N-74a (Design Plan and Vision for the Canalfront).

NH-79. Canal Maintenance.

Develop a plan for long-term maintenance of the Canal as a navigable waterway, including regular dredging. Encourage the maintenance of docks and elimination of refuse along the Canal.

NH-79a. Dredging Program. Work with property owners to develop a funding program to dredge the Canal. Continue to aggressively pursue a maintenance assessment district, federal funding and other funding sources as available.

Responsibility: Public Works, Management Services
Timeframe: Long Term
Resources: Assessment District, Grants, Federal Funding

NH-79b. Boating Sanitation and Dock Safety. Implement the new Boating Sanitation and Dock Safety Ordinance, and encourage reporting of trash issues to Code Enforcement. Require adequate on-site refuse and recycling facilities.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time, Fines

See AW-10a (Sanitation Facilities in Boats), AW-10b (Sewage Pump Out Facilities) and AW-10c (Education of Boaters).

NH-80. Canal Water Quality.

Improve the Canal's water quality through regulation of boating discharges, improvement in the quality of storm water runoff, and elimination of refuse along the Canal.

NH-80a. Pump-Out Facilities. Support and co-sponsor the provision of marine pump-out facilities. Consider the need for additional pump-out facilities in conjunction with remodeling of existing marinas.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time, Partnerships

See also NH-78a (Canalfront Design Guidelines), and AW-7a (Countywide Stormwater Program), AW-7b (Stormwater Runoff Measures) and AW-7c (Water Quality Improvements in Canal and Other Waterways).

NH-81. Improvement of Existing Pump Station.

Improve the appearance of or relocate the City's pump station along West Francisco Boulevard near the San Rafael Yacht Harbor.

NH-81a. Improved Appearance of Pump Station. Program funds to upgrade the appearance of the pump station at the yacht harbor on West Francisco Blvd.

Responsibility: Public Work
Timeframe: Long Term
Resources: Staff Time

NH-82. Flood Control Improvements.

Coordinate development and redevelopment of uses along the Canal with needed flood control improvements, including levee improvements.

NH-82a. Flood Control. Work with the Army Corps of Engineers to prepare a cost-effective flood control program for the Canalfront area. Through development review process, require levee improvements as needed to protect existing and new development.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time, Federal Funds

Neighborhood Circulation

NH-83. Canal Access.

Increase and improve public access to the Canal through creation of a public promenade on either side of the waterfront between Grand Avenue and Harbor Street. Provide an improved pedestrian crossing of the Canal at the Grand Avenue bridge. Pursue a new pedestrian crossing to the east if a cost effective and practical design can be achieved. Attempt to create pedestrian and bicycle access to the Mahon Creek path in conjunction with future freeway modifications. Improve water-based access by recreational boaters to Canalfront businesses.

NH-83a. Circulation Improvements. Continue to seek funding opportunities for pedestrian and bicycle enhancements, and include in CIP as funding becomes available.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Grants, Partnerships

NH-83b. Boat docks. Encourage the provision of boat docks in new commercial development to allow access by boaters to Canal businesses.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See C-24b (Canal Crossing), C-26 (Bicycle Plan Implementation), C-27 (Pedestrian Plan Implementation), NH-78a (Canalfront Design Guidelines), and CD-5a (Views).

Vision of China Camp State Park

Future plans for the China Camp State Park, which is located in an unincorporated area of the County, are consistent with State and local priority needs: the park plan calls for continued restoration of the fishing village and an addition of a Chinese Cultural Center, biking, hiking and equestrian trails, and a small boat launch facility.

CHINA CAMP

China Camp is in the unincorporated area of the San Rafael Planning Area, located along the northern edge of Point San Pedro Road. The primary land use in this neighborhood is the 1,640-acre China Camp State Park. China Camp State Park features an historic fishing village, picnic facilities, hiking trails, campsites, and shore fishing. Park rangers reside at the park.

Neighborhood Design

NH-84. Buck's Landing.

Support limited marine and recreational use on this unincorporated site, consistent with Countywide Plan policy.

See LU-7 (Land Use Planning in Surrounding Jurisdictions).

NH-85. China Camp State Park.

Support efforts to upgrade the recreational facilities at China Camp State Park. Collaborate with County and State Park agencies to create, maintain, manage and regulate a system of interconnective trails for pedestrian, equestrian and biking uses between Barbier Park, county open space and China Camp State Park.

NH-85a. China Camp State Park. Support efforts of the State to maintain and upgrade China Camp State Park.

Responsibility: Public Works, Community Services, Community Development
Timeframe: Ongoing
Resources: Staff Time

Vision of the Civic Center

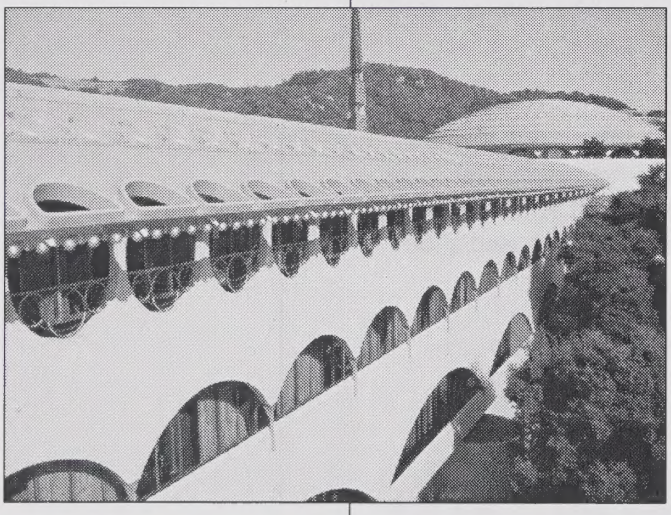
The Civic Center Master Plan identifies additional office space and more cultural and entertainment facilities, including a museum. A future transit station with parking is planned on the vacant property located adjacent to Highway 101, across from McInnis Parkway. The area also provides an excellent opportunity for the construction of approximately 200 affordable units. The salt marsh and riparian corridors along branches of Gallinas Creek should be protected, improved, and include public viewing areas where appropriate.

CIVIC CENTER

Home to the historic Marin County Civic Center complex designed by Frank Lloyd Wright, the neighborhood is developed with single-family homes, condominiums, apartments, offices and commercial uses, a hotel, a dog park, and a post office. The Civic Center complex includes county offices, courts, jail, exhibit hall, auditorium, and a lagoon park. The Marin County Farmer's Market and Marin County Fair are also held on Civic Center grounds.

Traffic congestion near the Civic Center was recently improved with the construction of a new intersection at North San Pedro Road and Civic Center Road, featuring two left-turn lanes onto Civic Center Drive.

Neighborhood Design



The Marin Civic Center is the only public building designed by Frank Lloyd Wright to be built.

NH-86. Design Considerations for Development in the Vicinity of the Civic Center.

a. Require urban design analysis to assure compatibility of materials, color and building masses with Civic Center.
b. Require functional inter-connection with Civic Center.
c. Design to complement Civic Center architecture rather than compete.
d. Site design should retain vistas where feasible to Mt. Tamalpais.
e. Encourage retention of existing historic structures.
f. Encourage the County to enhance the Civic Center Drive area with safe and pleasant walkways.
g. Encourage the County to have proposals go through Design Review process, and involve North San Rafael community in evaluation of design, etc.

NH-86a. Civic Center Design. Monitor, review and comment on County development related to its properties surrounding and including the Civic Center. Encourage the County to involve the North San Rafael community in the evaluation and review of proposed changes at the Civic Center. Request that the County provide sufficient opportunity for review of major development proposals at the Civic Center by the Design Review Board, Planning Commission and City Council.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

Neighborhood Economy and Culture

NH-87. Civic Center Expansion.

Review and comment on plans for future Civic Center expansion projects, including but not limited to, office space and residential units. Support renovations and additions to cultural and entertainment facilities at the Civic Center.

See NH-86a (Civic Center Design).

Neighborhood Circulation

NH-88. Sonoma Marin Area Rail Transit (SMART) Station.

If rail service is initiated, support construction of a Civic Center SMART station. Encourage a plan that provides high density housing, bus transit connections, a parking lot, and incorporates pedestrian facilities and bicycle access (including bike storage facilities) consistent with the San Rafael Bike and Pedestrian Master Plan.

NH-88a. Transit-Oriented Development. Work with SMART, Marin County, Golden Gate Bridge Transit District and other transit providers to prepare a site-specific design for a transit-oriented development with housing in the vicinity of the rail station.

Responsibility: Community Development
Timeframe: Long Term
Resources: General Fund, Grants

NH-88b. Safe Walkways and Bikeways. Encourage the provision of lighting and sidewalks to ensure safe and attractive walkways and bikeways from the transit center, on both sides of Civic Center Drive, to the Northgate area.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time

NH-89. Bicycle and Pedestrian Walkway.

Provide a continuous walkway from the Civic Center to McInnis Park along the railroad, consistent with the San Rafael Bike and Pedestrian Master Plan.

See C-24a (North San Rafael Promenade), C-27a (Implementation) and C-27b (Prioritizing Pedestrian Improvements).

NH-90. Bus Pads.

Improve the safety for transit riders walking and biking to the bus pads on Highway 101 at Freitas Interchange.

NH-90a. Improved Pedestrian Safety at Bus Pads. Work with Golden Gate Transit to provide for safer bus pad locations and design.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time

NH-91. Bike Path.

Create a bike path between Dominican/Black Canyon and the Civic Center, from Villa Avenue to San Pablo Avenue, along Highway 101.

See C-26 (Bicycle Plan Implementation), C-27 (Pedestrian Plan Improvements).

NH-92. North San Rafael Promenade.

Support construction of the terminus of the Promenade to Civic Center Drive as described in the *North San Rafael Vision Promenade Conceptual Plan.*

See C-27 (Pedestrian Plan Improvements), C-24a (North San Rafael Promenade).

Vision of Country Club

Country Club, located in an unincorporated area of the County, is one of San Rafael's older neighborhoods, and is not expected to change much. Annexation of some properties into the City may occur consistent with LAFCO policies.

COUNTRY CLUB

The Country Club Neighborhood is primarily an unincorporated area of the City featuring large single-family homes on hillside lots. The incorporated portion of the neighborhood, located along the San Rafael Creek, is developed with single-family homes and condominiums.

NH-93. Marin Yacht Club Tennis Courts Site.

Encourage the retention of needed recreation uses. Any future reuse of the site should be residential, compatible with the surrounding neighborhood.

See LU-2a (Development Review).

Vision of Dominican/Black Canyon

Preserve and enhance the residential and historic character of the neighborhood and its natural habitats. Little change is expected in the neighborhood. While the neighborhood is virtually built-out, new residential development may occur primarily on the remaining vacant or subdivided lots. Long-standing priorities for the residents include developing a neighborhood park and playground opportunities; minimizing impacts of University facilities, activities and events on surrounding residential areas; and reducing the impact of the freeway on the neighborhood, including installation of landscaping and sound reduction material along the freeway sound wall.

The Dominican University Master Use Permit allows for the future construction of a chapel, a science and technology building, parking areas and a new soccer field. Additional student and staff housing may also be needed in the future.

DOMINICAN/BLACK CANYON

The Dominican-Black Canyon neighborhood is primarily developed with single-family homes, a number of which are historic and unique in character, as well as some duplexes and condominiums. The neighborhood is defined by its large and abundant trees, landscaped yards, and generally forested character. Residents of the neighborhood enjoy a pleasant residential setting and wealth of outdoor beauty. The Dominican hills and Barbier Park/Gold Hill, which form the northern and eastern boundary of the neighborhood, feature native landscape and trails that provide spectacular views of the City and surrounding area. Creeks also provide important natural riparian habitats. Highway 101 and its sound walls form the western boundary of the neighborhood.

Within the neighborhood, there are two long-standing community institutions. The Convent of Dominican Sisters has been located here since 1889, and in 1915 the sisters opened what was later to become Dominican University. Recent Master Use Permit approvals for the University have resulted in upgrades to existing facilities, including landscape and parking lot improvements, and the construction of student housing and a recreation center featuring a gym and a pool. The Marin Ballet, Marin Tennis Club, and Coleman School are also located within the neighborhood boundaries.

Neighborhood Economy and Culture

NH-94. Dominican University.

Construction of new facilities at Dominican University should be consistent with the approved Master Use Permit, including the Events Management Plan contained therein and any subsequent approvals. Require a Use Permit Amendment for any new housing units. Impacts of University facilities, activities and events on the residential neighborhood should be minimized. Continue to foster a cooperative relationship between the University's students, faculty and visitors and neighborhood residents through efforts such as the Dominican University Neighborhood Advisory Committee.

NH-94a. Dominican University. Monitor compliance with the Master Use Permit and Events Management Plan, and amend as necessary. As needed, participate in the Neighborhood Advisory Committee process.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time, Fees

NH-94b. University Housing. Amend the Zoning Ordinance to allow residential uses.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

Dominican University opened in 1917.

Neighborhood Design

NH-95. Barbier Park/Gold Hill.

Maintain public access to Barbier Park and State and County Open Space beyond and along "Gold Hill Grade," a fire road that is an important community-wide resource.

NH-95a. Barbier Park/Gold Hill. Redesignate the zoning of the publicly owned properties to Open Space.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

NH-96. Dominican University Hillside Area.

The largest undeveloped parcel in the neighborhood is the approximately 24 acres of hillside land owned by Dominican University (located east of the campus). This area is mostly very steep, is heavily wooded, contains a significant riparian area and provides an important and heavily used fire road connection between the Country Club neighborhood and the Gold Hill/Barbier Park open space. Any future University use of this area should be planned through an amendment to the University's Master Use Permit. The permitted density should reflect the significant site constraints.

NH-96a. Development Review Process. Through the development review process, apply the Hillside Design Guidelines to design of housing at the site. Involve the neighborhood in the planning and review process of proposed development.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time, Fees

NH-97. Park or Recreation Facilities.
Pursue opportunities to provide a neighborhood park and/or recreation facilities in Dominican/Black Canyon.

See PR-9a (New Parks).

NH-98. Freeway Sound Wall.
Encourage Caltrans to landscape along the freeway sound wall and to incorporate sound-deadening technology.

NH-98a. Freeway Improvements. In reviewing plans for freeway projects, encourage adequate landscaping and use of sound-deadening materials on the sound wall and/or the roadway surface.

Responsibility: Public Works
Timeframe: Short Term
Resources: Staff Time

See N-6f (Widening of US 101 and 580).

Neighborhood Circulation

NH-99. Dominican University Traffic and Parking.
Minimize traffic and on-street parking impacts of Dominican University activities and events on surrounding residential areas and assure that appropriate on-campus parking is provided.

See NH-94a (Dominican University) and C-31 (Residential Area Parking).

FAIRHILLS

Vision of Fairhills

This neighborhood, essentially built-out, may see the future development of single-family homes on the few vacant hillside lots. Marin Academy will continue to upgrade its facilities.

The Fairhills neighborhood, located in central San Rafael, is primarily developed with large, single-family homes on hillside lots. The Neighborhood 13/14 Plan was adopted for Fairhills and Sun Valley in 1980 and became the precursor for the City's Hillside Design Guidelines that were adopted in 1991. Other features of the neighborhood include the Red Rock Quarry, a visually significant topographic feature, and the Marin Academy, a major and historic feature of the neighborhood. Boyd Park provides recreational opportunities for residents of the neighborhood.

Neighborhood Homes

NH-100. New Development.
Retain the existing character of the neighborhood, including both historic homes and the natural setting, by:

- Maintaining the authentic historic value and ambiance of the neighborhood's older housing,
- Assuring that new development and significant remodeling respect and enhance the character of surrounding housing, and
- Protecting hillside areas by clustering new development where appropriate to maximize open space preservation and by carefully evaluating the location, size

and height of new structures, road design and adequacy for safety vehicles, grading, structural foundations, surface and sub-soil drainage, excavation, earthfills, and other operations, in order to avoid buildings which are excessively visible or out of scale, soil erosion, scarring of the natural landscape, obstruction of scenic vistas from public vantage points, or loss of natural vegetation and wildlife habitat.

NH-100a. Development Review Process. Through the development review process, apply the Hillside Design Guidelines to the design of new housing.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

FRANCISCO BOULEVARD WEST

Since the early 1980s, the Francisco Boulevard West commercial area has benefited from significant large-scale development such as Toys R Us and Borders Books and Shamrock (CompUSA) retail centers, and Sonnen Motors. These specialty retail uses are important because they are major sources of retail sales tax revenue for the City. Retention of the existing industrial areas (between Woodland and the freeway frontage parcels), given the lack of replacement industrial areas in San Rafael and the importance of such uses to San Rafael's economy and job base, has been, and will continue to be, an important planning issue in this neighborhood. The Francisco Boulevard West area is predominantly developed with auto, building related, specialty retail, and manufacturing/wholesale uses. The area is also the oldest industrial area in the City.

Completed in 1998, the Andersen Drive Extension improved the area's accessibility and provided important new links between East San Rafael, Francisco Boulevard West, and Downtown. The Francisco Boulevard West neighborhood is adjacent to the residential areas of Picnic Valley, California Park and Bret Harte, along Woodland Avenue.

Neighborhood Economy and Culture

NH-101. Industrial Uses.

Protect and concentrate building industry and automotive service industry land uses which are currently located in this area due to the area's central Marin County location and lack of alternate locations south of Puerto Suello Hill. The most appropriate locations for such uses are on both sides of Andersen Drive south of Mahon Creek. Protect and maintain availability of sites for existing building industry land uses important to San Rafael's economy and needed for the convenience of its residents and businesses.

Vision of Francisco Blvd. West

Improving the appearance of the area as an attractive entryway to the City and from surrounding neighborhoods will continue to be a City priority in this area. The Highway 101 widening project has resulted in acquiring and consolidating private properties along Francisco Boulevard, eliminating older buildings, and will offer opportunities for a sidewalk and consistent landscape treatment along Francisco Boulevard.

Encourage preservation of existing industrial (including light industrial) uses, except along the Highway 101 frontage, where redevelopment of sites with high tax generating, specialty retail uses need highway visibility. Retention of the auto and building related services will continue to be important because they are found primarily in the City's Francisco Boulevard West and the Canal neighborhoods. This industrial area is unique because the properties are medium sized, and are typically occupied with a single tenant in a building that cannot be duplicated under current development standards. Street tree programs and project design review address the need to improve the appearance of industrial uses near neighborhoods and along major transportation corridors.

See LU-9a (Nonresidential Zoning), LU-15a (Land Use Compatibility), LU-17a (Building and Automotive Services), LU-18a (Retail and Service Uses in Industrial and Office Areas), EV-2a (Business Retention) and EV-8a (Industrial Zoning).

NH-102. Industrial Area and Design Improvement.

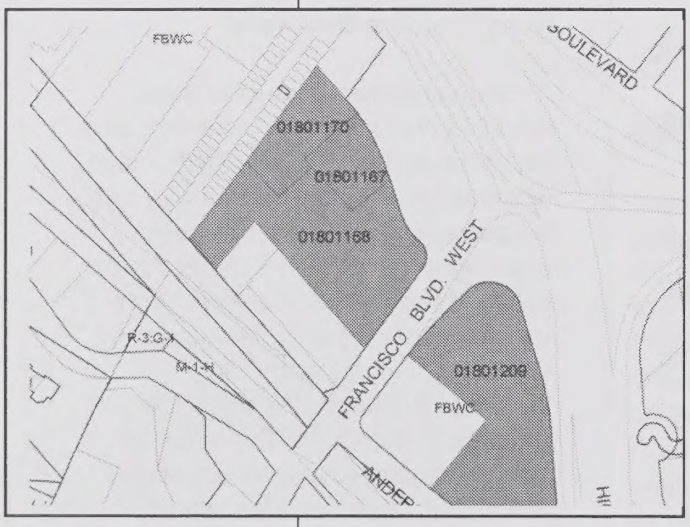
Upgrade building design and landscaping as redevelopment or remodeling occurs. Evaluate the design of projects considering views from the Bret Harte neighborhood, the proposed rail transitway, and Andersen Drive, with particular attention paid to rooftop design and screening of mechanical equipment. New building facades facing Andersen Drive and the proposed rail transitway should be given design attention equal to that of any front façade.

NH-102a. Development Review Process. Use the development review process to encourage design and use consistent with this policy.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

NH-103. Specialty Retail Uses.

Upgrade and redevelop portions of the Francisco Boulevard West area visible from Highway 101 with specialty retail commercial uses that can capitalize on the Highway 101 frontage and visibility, while minimizing traffic impacts. Specialty retail uses include automobile sales, bulk retail sales, region-serving retail uses, and hotels. Encourage relocation of manufacturing and storage uses from highway frontage locations, and consolidation of parcels for greater design flexibility



The Andersen Drive and Francisco Blvd. area is at the crossroads of highways 101 and 580.

NH-103a. Development of Properties along Highway 101. For properties visible from Highway 101 where significant redevelopment and upgrading is needed, assist cooperative development efforts among property owners to assemble individual parcels.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Fees

See LU-2a. (Development Review).

NH-104. Existing Retail Centers Upgrade.

Facilitate the upgrade of existing retail centers (Graham and Rice Centers) at the crossroads of Andersen Drive, Highway 101 and the future transitway with improved parking, access, landscaping and building design improvements (including rooftop screening), in keeping with their key entryway location.

NH-104a. Development Review Process. Use the development review process to encourage design and use consistent with this policy. Provide assistance in assembling lots at shopping center sites located at the crossroads of Andersen Drive, Highway 101 and Francisco Blvd. West where these actions would result in substantial upgrading of the properties and redevelopment with desired uses.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

See LU-9 (Intensity of Nonresidential Development).

NH-105. Unused Portions of the SMART Right-of-Way.

Encourage use, while ensuring protection of any adjacent wetland habitat, of the unused portions of the SMART right-of-way, including the section between Downtown and the Larkspur ferry terminal, to facilitate desired redevelopment of adjacent parcels and an easement for the North-South bikeway.

NH-105a. Development Review Process. Use the development review process to encourage design and use consistent with this policy. Provide assistance in assembling lots where these actions would result in substantial upgrading of the properties and redevelopment with desired uses.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

NH-106. Land Uses Near Residential Areas.

Design new or redeveloped properties facing Woodland Avenue to create a transition between residential uses west of Woodland and heavier industrial uses in the area. Encourage light industrial uses that minimize adverse impacts. Give special attention to landscape screening of buildings and outdoor storage and to screening rooftop equipment given rooftop visibility from higher elevations.

NH-106a. Development Review Process. Use the development review process to encourage design and use consistent with this policy.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

NH-107. Office Uses.

Discourage office uses except for existing small office uses and those that are ancillary to retail or industrial uses. New office complexes shall not be allowed.

See LU-2a (Development Review).

Neighborhood Circulation

NH-108. Entries into Bret Harte Neighborhood.

Encourage better landscaping, pedestrian sidewalks and building façade upgrades on major streets leading into the Bret Harte neighborhood, including Woodland Avenue, Irwin Street, Lovell Avenue, Lindaro Avenue and DuBois Street.

See LU-2a (Development Review).

NH-109. Andersen Drive Access.

Continue to minimize vehicular access points to Andersen Drive to maintain maximum traffic flow.

See LU-2a (Development Review).

NH-110. Highway 101 Widening Project.

Improve the appearance of the area as an entryway from Highway 101. Provide a consistent landscape treatment along the frontage road, including large street trees and landscape berms to screen parking areas.

See LU-2a (Development Review).

GERSTLE PARK

Vision of Gerstle Park

Gerstle Park is a unique, historic and walkable neighborhood in close proximity to Downtown. It is essentially built-out and will remain a very diverse and active residential neighborhood with relatively little change. Opportunities should be taken to visually upgrade or replace apartment buildings to be more compatible with the historic neighborhood design character, preserve historic structures and architectural character, reduce impacts of through-traffic on neighborhood streets, and restore adequate parking on neighborhood streets.

Gerstle Park developed as San Rafael's first residential neighborhood in the 1800s. The neighborhood in the 19th century included summer homes for wealthy San Franciscans who used these dwellings only a few months of the year. The early 1900s saw the development of working class bungalows and Arts and Crafts homes, many of which have survived. Located south of, and adjacent to, San Rafael's downtown business district, the neighborhood's northern boundary is formed by the transition of commercial to residential land use. A mix of housing including single-family, duplex and multifamily units has been built on the flat portion of the neighborhood. The residential density and architectural character of the neighborhood was altered in the 1950s and 1960s when some of the older, historic homes were replaced by apartment buildings. However, the area still retains one of San Rafael's largest concentrations of Victorian and turn-of-the-century homes. The Gerstle Park neighborhood has one of the highest residential housing densities in San Rafael. The neighborhood includes the six-acre Gerstle Park, Short School Elementary School and a mixture of residential architectural styles. Neighborhood issues that need to be addressed are traffic problems such as lack of parking, excessive speed and protection of neighborhood streets from the impacts of through-traffic, adequate drainage, maintenance of streets and sidewalks, historic preservation, and private property maintenance.

Neighborhood Homes

NH-111. New Development.

Preserve and enhance the residential and historic character of the Gerstle Park neighborhood by:

- Protecting the existing mixed residential area, strictly limiting rezoning to higher densities,
- Prohibiting additional nonresidential development in Gerstle Park except as allowed in zoning regulations,
- Protecting hillside ridges and the visual backdrop of the ridges fringing the neighborhood,
- Preserving historic homes by encouraging new development or significant remodels that enhance the historic architectural character of the neighborhood,
- Requiring that adjacent Downtown land use designations and developments are compatible with and do not negatively affect the neighborhood and that sensitive transitions occur where Downtown development abuts neighborhood residences.

NH-111a. Development Review Process. Use the development review process to encourage design and use consistent with this policy.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

See NH-1a (Neighborhood Planning Process), CD-10b (Compatibility of Patterns), CA-13a (Inventory Update) and CA-13b (Preservation Ordinance).

Neighborhood Design

NH-112. Architectural Design.

Preserve and enhance the distinctive design character of the neighborhood, including historic design features.

See Community Design and Historic Preservation programs.

NH-113. Albert Park.

Improve the street façade and entryway of Albert Park. Consider the addition of a public pool.

See PR-7a (Community Park Improvements) and PR-11b (Public Pool).

NH-114. Mahon Creek.

Preserve and enhance Mahon Creek.

See CON-8a (Creek Restoration), CON-8b (Tree Retention) and LU-2a (Development Review).

Gerstle Park is known for its many well-preserved older homes.

Neighborhood Circulation

NH-115. Pedestrian Linkages and Landscaping.

Improve bicycle and pedestrian linkages and landscape treatment of major entry roads from the Downtown area, such as B, C, and D Streets.

NH-115a. Pedestrian Improvements. Provide landscaping improvements along B, C and D Streets.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time

See C-26a (Bicycle Plan Implementation).

GLENWOOD

The Glenwood neighborhood, located along the Point San Pedro Peninsula, is developed with single-family homes. The open space hills above the housing developments constitute about 50 percent of the neighborhood land area and are adjacent to China Camp State Park. Most of the homes are part of the same development so they share similar characteristics and architectural style. Centers within the neighborhood include Glenwood School and Victor Jones Park.

Vision of Glenwood

This neighborhood is a built-out community, which will remain developed with single-family residences. Very little change is anticipated.

Lincoln/San Rafael Hill

Lincoln Avenue, a transportation artery for San Rafael, bisects the neighborhood. The street connects north and central San Rafael via Los Ranchitos Road over Puerto Suello Hill. The mixed-use neighborhood, one of the oldest neighborhoods in San Rafael, consists of single-family homes, apartments, condominiums, offices, hotels, social services, and a neighborhood delicatessen. These uses serve a diverse population. Many offices along Lincoln Avenue are converted single-family homes from the 1980s. Buildings in the Lincoln Neighborhood have a variety of architectural styles. Boyd Park provides recreational opportunities for the residents. Planning issues in the neighborhood are traffic congestion, traffic speed and safety, parking on hillside streets, and limited parking along Lincoln Avenue.

Vision of Lincoln/San Rafael Hill

The future vision of the Lincoln-San Rafael Hill neighborhood is a balanced approach to addressing the area's unique issues. The neighborhood is zoned as a mixed-use area of single-family homes, apartments, condominiums, offices, rehabilitation facilities and businesses. The area has a variety of architectural styles and history with a relatively dense and diverse population. Perspectives reflecting the future of this Neighborhood have to include the hillside areas of San Rafael Hill with those along Lincoln Ave. This neighborhood may also experience limited infill development along Lincoln Avenue with the redevelopment of single-family home lots, a nursery and existing motels.

Neighborhood Homes

NH-116. Lincoln Avenue.

Maintain low-density development in the hillside areas, consistent with the existing density and environmental constraints. Allow higher density residential development along Lincoln Avenue between Hammondale Court and Mission Avenue given its good access to public transit. Promote lot consolidations to achieve higher densities while providing adequate on-site parking and circulation and minimizing ingress/egress to Lincoln Avenue; minimize additional office conversions of residential sites; maintain 15-foot setbacks and street trees as corridor amenities to provide a landscaped streetscape. The following are more specific policies for Lincoln Avenue:

a. Promote high-density residential development along Lincoln Avenue, consistent with its existing character and good access to public transit. Encourage redevelopment of these sites for residential use, consistent with the surrounding neighborhood. Encourage lot consolidations to achieve more efficient redevelopment project designs. Encourage underground parking for any new or substantial redevelopment project along Lincoln Avenue.
b. Prohibit additional office conversions of residential units in residential/office areas except for mixed office/residential projects where the same or additional residential units are provided. Prohibit retail uses.
c. Design all new projects and substantial remodels in accordance with Noise Element policies.
d. Require setbacks and other project design features that visually reduce the wall effect along Lincoln Avenue. Encourage underground parking in new development to reduce building mass and height.

See N-1a (Neighborhood Planning Process).

NH-117. Neighborhood Park. Pursue opportunities to provide a neighborhood park in the Lincoln/San Rafael Hill neighborhood.

See PR-9 (New Parks).

LOCH LOMOND

The Loch Lomond neighborhood is primarily developed with single-family homes on hillside lots or lots along the Bay. The hills above the neighborhood provide hiking trails and access to Harry A. Barbier Memorial Park.

The neighborhood is home to the Loch Lomond Marina and Shopping Center. This extraordinary site includes neighborhood-serving shops and a market, but is primarily a 550-slip marina. The long breakwater offers unique pedestrian access along the bay front and striking views of the San Francisco and San Rafael bays, San Rafael-Richmond Bridge, Mt. Tamalpais, and the Marin Islands National Wildlife Refuge – artists are drawn to the site to capture the Bay vista. To the east and west of the site are wetlands that support all manner of wildlife. The marina includes boat slips, a yacht club, a public boat launching facility, boat storage, and a restaurant.

Vision of Loch Lomond

The Loch Lomond Shopping Center and Marina may be redeveloped to feature neighborhood-serving and marine-related retail and service uses including a market, neighborhood serving offices, residential units, and a restaurant. The marina should continue to feature boat slips, a yacht club and a public boat launching facility. Redevelopment of the site will protect the existing marsh and wetland areas and will be designed to be compatible with the surrounding residential uses.

Neighborhood Design

NH-118. Loch Lomond Marina.

Retain the Loch Lomond Marina uses, and enhance recreational use of the marina waterfront. Preserve and improve access to the marina and the water's edge as a welcoming place for the public to enjoy the boating activities and the waterfront. As the focal point of the site, the marina shall continue to be a distinct, accessible area. If the property owner proposes to redevelop the site, create a beautiful waterfront development that maximizes the site's location facing San Francisco Bay, consistent with the following guidelines and requirements:

Loch Lomond Marina could be improved to provide better community amenities.

a. **Land Use.** Encourage a mixed-use development that includes all of the following land uses:

- Marina and marina-support facilities, with boat berths, a public boat launch, day use boat trailer parking, a yacht club, boat retail and services, amenities for boaters, restaurant and shops, and parking. Sufficient dry boat storage to meet the needs of local residents should be retained.
- Waterfront-oriented recreation along the marina, spits and breakwater. Recreational activities include picnicking, kite flying, walking, biking, fishing, bird watching, and enjoying the views. For example, bird-watching and fishing opportunities should be enhanced. Access for fishing should be provided in a way that extends a welcome to visitors.
- Neighborhood-serving commercial uses that meet the needs of residents and visitors in the area should be included for their convenience and for trip reduction.
- Residential, with a mix of housing types, that meets design and housing objectives. To increase the affordability of market-rate units, a majority of the

dwelling units on the property shall be attached housing and/or small single-family homes. The different types of housing should be integrated into one neighborhood, and should be designed to be compatible with the marina and recreational uses. Because of the limited area for marine uses on the site, residential use is not allowed in the Marine Related District. In order to accommodate the optimal site plan for the marina and housing, the land use district boundaries on the site shall be considered approximate and may be adjusted through the master plan for the Planned District zoning.

b. **Site Design.** Achieve an extraordinary design in an innovative development that enhances the neighborhood, San Rafael, and the bayfront. New development should draw inspiration from the marina and waterfront, provide a community gathering place with neighborhood shopping and recreational opportunities, and include attractive housing, consistent with the following guidelines:
   1. Views of the marina and waterfront should draw people into the site and retain their value to the surrounding community.
      - The view to the waterfront down the entryway into the site at the Lochinvar intersection is the major public view corridor. To enhance this corridor and to achieve an open, welcoming and inviting entrance to the marina, this corridor may include street right-of-way, open space and parking. Buildings adjacent to the view corridor should be lower scale, or incorporate larger setbacks or stepbacks of upper floors.
      - The frontage along Pt. San Pedro Road should be warm and welcoming, encouraging access through the site's principal entryway.
      - Buildings should be carefully sited and designed to enhance or minimize impacts to views of the Bay, the Marin Islands, wetlands and the marina.
   2. Improved pedestrian and bicycle access through the site to the marina and breakwater should be part of the site's design.
   3. A recreational area along the waterfront should be included to differentiate the marina functions from the new neighborhoods. This public area shall serve as a community-gathering place, and provide activities accessible to children and adults both in the immediate neighborhood and in the surrounding area. A play area with playground equipment suitable for preschool and elementary school ages, with a water play feature, is recommended, and an active recreational area such as a sports court (i.e., bocce ball or volleyball) is desired.
   4. The streets and alleyways should be designed for slow driving speeds, and there should be an enhanced transit stop on Pt. San Pedro Road.

NH-118a. Project Design and Review.

a. Require early conceptual design review by the Design Review Board and the Planning Commission. Encourage applicants to present alternative proposals for conceptual review in that design review.
b. Prior to submitting a proposal, the property owner must confer with Federal, State and local agencies (such as Bay Conservation and Development Commission, Association of Bay Area Government's Bay Trails Project, U.S. Fish and Wildlife) with responsibility for the Bay.
c. The neighborhood residents and homeowner associations shall be informed and consulted on major design issues throughout the process.
d. Require a mixed-use parking analysis to establish adequate parking requirements; require photomontage analyses as part of the evaluation of view impacts; and, require a wetlands delineation.
   Responsibility: Community Development
   Timeframe: Short Term
   Resources: Fees

NH-118b. Common Area Maintenance. As part of the development proposal, require a reliable and efficient means to maintain common areas.

Responsibility: Community Development
Timeframe: Short Term
Resources: Fees

NH-118c. Bird-watching. Encourage the developer to provide a viewing pavilion and interpretive display for birdwatchers, and to consult with the Tiburon Audubon Center (Lyford House) about the possibility of establishing a satellite operation at Loch Lomond, as well as recommendations on needed facilities.

Responsibility: Community Development
Timeframe: Short Term
Resources: Fees

Vision of Lucas Valley

Apart from the County's approval of office space at the Lucasfilm properties, this area, located in an unincorporated area of the County is not expecting any major development projects during the San Rafael 2020 planning period.

LUCAS VALLEY

This 1,629 acre unincorporated neighborhood is developed with single-family homes on large lots and incidental retail. With more than 50 percent of the neighborhood located in an open space reserve, the population density is low at 1.22 persons per acre. The Lucas Valley Open Space Preserve is located above the developed portions of the neighborhood.

MARIN ISLANDS

The East and West Marin Islands in the San Rafael Bay both have land use designations of Hillside Resource Residential but are uninhabited. The Islands are noted for their visually pleasing appeal, especially during the bird-breeding season. They are preserved for wildlife habitat as the Marin Islands National Wildlife Refuge and State Ecological Reserve.

Vision of Marin Islands

Preservation of the Marin Islands is essential to the community of San Rafael and therefore will remain uninhabited.

NH-119. Marin Islands.

Oppose development of either island, except for that necessary for monitoring or enhancement of the wildlife habitat and which does not degrade the habitat. Encourage removal of existing buildings.

NH-119a. Rezone Marin Islands. Rezone the Marin Islands to Open Space.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

MARINWOOD

The Marinwood neighborhood is located in an unincorporated portion of the San Rafael Planning Area. The neighborhood is a single-family community with incidental retail. The Marinwood Community Center and the adjacent Marinwood Open Space provide recreational opportunities for residents of the neighborhood.

Vision of Marinwood

Marinwood is in an unincorporated area of the County. The Daphne site, located west of Highway 101 next to the Lucas Valley off-ramp, is a property zoned for residential development. The City and County have entered into an agreement whereby the City will not seek to annex the property and proposed development will occur within the County. This agreement seeks dedication of the right-of-way for completion of the freeway off-ramp and maintenance of the City's traffic standards.

Neighborhood Homes

NH-120. Daphne Property.

Development of the property should be at densities consistent with Hillside Residential. Development shall be clustered to minimize impacts. Proposed development shall provide noise setbacks consistent with City standards, retention of community-wide visual resources, including preservation of hillside and ridgeline views, and creek side setbacks. Consistent with prior agreements with the County, annexation shall not be required, although development must receive approval of traffic allocation from the City. Land needed for planned highway interchange improvements should be acquired, ideally through the development review process.

See LU-7 (Land Use Planning in Surrounding Jurisdictions).

Vision of Montecito/ Happy Valley

In the year 2020, our distinct neighborhood
is a beautiful and desirable place with
a diversity of architecture and
a variety of uses
within easy walking distance.
There are central gathering places
where people meet each other to visit
and hold events.
Our pleasant, tree shaded, narrow streets
are safe to walk and drive along
and we see fewer cars.
We are a community which
works together
to keep our neighborhood secure,
clean and attractive,
and to celebrate our diversity

(From Montecito/Happy Valley Neighborhood Plan)

Future land uses should be stabilized to keep the existing mix of uses, with zoning to protect the existing uses and to minimize additional development. There is satisfaction with the mix of retail, service, office and other uses in the commercial areas. The High School's bus and maintenance yard site on Union Street may become housing, also meeting the neighborhood's goals for a new outdoor gathering place and improving the appearance of Union Street while minimizing adverse impacts to the neighborhood. There are several opportunities for adding and improving gathering places and for better recreational opportunities, particularly at the High School.

MONTECITO/HAPPY VALLEY

The area known as Montecito/Happy Valley is one of San Rafael's oldest neighborhoods. Today, most of the area is built out. There have been numerous upgrades, including a late 1980s remodel of the Montecito Shopping Center with a new front facade and a walkway along the San Rafael Canal.

The area offers a wide variety of housing, business opportunities and community services. The residential area contains many large historic homes (several of architectural significance), cottages, duplexes and diverse apartments, as well as being home to San Rafael High School. The neighborhood's commercial anchor is Montecito Shopping Center, one of San Rafael's larger centers, complete with a canalfront walkway. There are two community supermarkets on Third Street. Along Irwin Street, a gateway to San Rafael, several large office buildings offer businesses a high profile to commuters on Highway 101. Fourth Street provides a commercial link to Downtown with a wide range of office, service and retail uses. In addition, many social service agencies make their home in Montecito because of the easy accessibility to the rest of San Rafael.

Neighborhood Homes

NH-121. Mix of Housing.

Preserve the current mix of single family, duplex, medium and high density housing in the residential areas.

See LU-14a (Land Use Compatibility).

NH-122. San Rafael City School's Corporation Yard on Union Street.

Encourage the redevelopment of the School District's bus/maintenance yard with attractive multifamily housing for seniors and/or school district staff. Neighborhood childcare should be retained on the site. The project should also include a children's playground designed for use by the residents and the neighborhood. Development of this site should improve and retain views from the end of Fourth Street to the façade of the San Rafael High School building.

See LU-2a (Development Review).

Neighborhood Economy and Culture

NH-123. Commercial areas.

Retain existing mixed-use land categories and zoning districts in the commercial areas. Consistent with these districts, encourage active ground floor and retail uses on Fourth Street.

See LU-2a (Development Review).

NH-124. Improved Recreation.

Create and improve neighborhood recreational opportunities and facilities.

NH-124. Neighborhood Park. Provide a neighborhood park with appropriate play structures and activities for young children. Potential park site locations include the School District's corporation yard and the San Rafael High School site, possibly at the south end of the football field along Third Street or by the tennis courts along Mission Avenue. Consistent with City recreation policies, should San Rafael High School ever be closed or sold, attempt to secure the continued public use of existing high school recreation facilities, and provide neighborhood park facilities.

Responsibility: Community Services
Timeframe: Long Term
Resources: Park In-Lieu Fees, Grants, Dedications

See PR-9a (New Parks).

Neighborhood Design

NH-125. Design Blend.

Continue to provide a blend of architecture styles in the Montecito/Happy Valley Neighborhood compatible with and retaining the character of attractive older buildings. Newer buildings should be well designed, blend well with the existing homes and provide a "pedestrian friendly" street front.

See LU-2a (Development Review).

Neighborhood Circulation

NH-126. Traffic Control.

Enhance and design streets to provide for appropriate traffic control.

NH-126a. San Rafael High School Access. Work with the school district to improve safety and effectiveness of drop-off areas at San Rafael High School. Review the design and implementation of an improved front entrance off Pt. San Pedro Road at San Rafael High School, as well as safer and more efficient pick-up and drop-off areas including but not limited to the area in front of the gym.

Responsibility: Public Works
Timeframe: Short Term
Resources: Staff Time

NH-127. Fourth Street.

Ensure that Fourth Street provides a "pedestrian-oriented" walking street connection to Downtown. The Fourth Street view of the High School should be reestablished and improved with landscaping and fencing.

NH-127a. Fourth Street Enhancement. Through the development review process, encourage improvements that extend Fourth Street concrete benches/trash can/ landscape/ elegant sign treatment to east end of Fourth Street.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

NH-128. Sidewalk Improvements.

Provide sidewalks that are safe and attractive to walk along.

NH-128a. Sidewalk Improvements. Prepare a Pedestrian Plan, identifying pedestrian right-of-ways. Using information from the neighborhood, further develop a list of sidewalks and paths for parts of Park, Jewell, Belle, one side of Union, and along the perimeter of the High School. Add safe crosswalks and striping where needed for pedestrian safety, and posting of speed limits on streets such as Grand, Park and Union.

Responsibility: Public Works
Timeframe: Long Term
Resources: Assessment District, Property Owners

NH-129. Neighborhood Parking.

Provide street parking that is convenient and does not dominate the neighborhood. Require that all new residential developments provide for attractive and adequate off-street parking.

NH-129a. Neighborhood Parking. To improve parking in the neighborhood, conduct a parking survey to further evaluate specific parking problems and identify possible solutions that allow for street parking that does not dominate the neighborhood, such as:

- Working with apartment owners to restore parking spaces being used for storage.
- Working with property owners to add on-site parking where feasible.
- Adding "no parking" signs where street clearance is too narrow for emergency vehicles to get through.
- Evaluating the benefits and drawbacks of a Permit Parking Program, i.e., to limit cars per unit or to limit nonresident cars.
- Considering time-limited parking areas.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time, Assessment District

NH-130. Commercial Parking.

Require well-landscaped commercial parking lots that are safe and convenient for pedestrians.

NH-130a. Commercial Public Parking in Montecito. If funding sources can be obtained, use the development review process to implement this policy. For example, encourage better use of the easternmost Montecito parking lot by designing better access from the lot to the shopping center, or requiring employees to park in this lot.

Responsibility: Community Development
Timeframe: Short Term
Funding: Fees

See LU-2a (Development Review).

MONT MARIN/SAN RAFAEL PARK

The Mont Marin/San Rafael Park Neighborhood is a suburban neighborhood located in North San Rafael. Most of the homes in this neighborhood are owner-occupied. A significant open space ridge is located along the eastern boundary of the neighborhood. Jerry Russom Memorial Park is located along the western boundary of the neighborhood, providing access to the Terra Linda/Sleepy Hollow Divide Open Space Preserve. The Mont Marin/San Rafael Park neighborhood experiences Highway 101 bypass traffic, which has decreased since Las Gallinas Avenue was narrowed to one lane each way to accommodate new bike lanes.

Vision of Mont Marin/ San Rafael Park

The Mont Marin/San Rafael Park Neighborhood is essentially built-out with little change expected.

NORTH SAN RAFAEL COMMERCIAL CENTER

The North San Rafael Commercial Center includes the Northgate "Town Center" area, the Northgate Business Park, and the offices and YMCA located on Los Gamos Road. The Town Center area includes the Northgate One shopping center, the Northgate Mall, and the Northgate Three Shopping Center. This area is developed predominantly with retail and office uses. The Northgate Business Park, located east of Highway 101, is developed with a mix of office and industrial uses, providing spaces suited to small businesses and startup companies that comprise an important part of San Rafael's economy.

This area also includes a variety of housing including "starter" condominiums, apartments, medical facilities and senior residential care facilities. The largest vacant property in this neighborhood is the former Fairchild Semiconductor site, approved for an industrial/office project. The Merrydale Overcrossing and Freitas Parkway provide pedestrian, vehicle, and bike connections between the two sections of the neighborhood. The north fork of Gallinas Creek flows through this area from along Freitas Parkway to the wetlands bordering McInnis Park.

Vision of North San Rafael Commercial Center

One of the key concepts in *Vision North San Rafael* is the development of a "town center" in the heart of the Northgate commercial area.

As described in the Vision:

> A "town center" is a focal point where the values and history of the community are expressed and supported, where community identity is strengthened and neighborhood cohesion is fostered. It is a place where residents and workers can gather—formally and informally—to share community life. The Town Center will have public art, a wide variety of unique shops, many places to eat, and a number of entertainment options.
>
> Our town center will be a major destination point on the promenade, a place where everyone feels welcome, something is always happening, and strolling is a pleasure. It will also include one of North San Rafael's principal gathering places—in the form of a town square! Over time, the Town Center would change, expand and evolve to become the heart of the North San Rafael community.

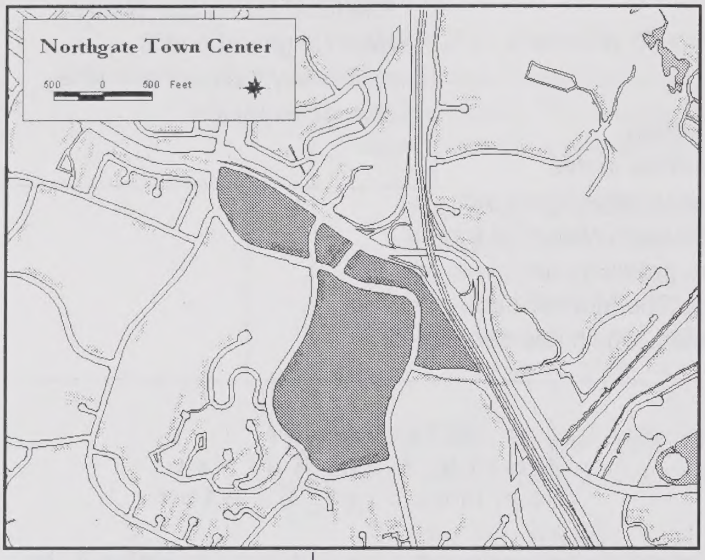
The priority actions for the Town Center are to create a sense of enclosure, pedestrian-scale and easy accessibility and to provide high quality retail stores for local residents as well as the broader community.

Neighborhood Economy and Culture

NH-131. North San Rafael Town Center.

Create an attractive, thriving heart for the North San Rafael community: a centerpiece of commerce and activity with a diversity and synergy of activities for all ages.

See LU-2a (Development Review).



NH-132. Town Center Activities.

Create a Town Center with high quality retail stores for local residents as well as the broader community. Broaden the appeal of the Town Center area by improving pedestrian traffic, increasing the number of local shoppers, and attracting a mix of high quality stores, entertainment, and services.

a. Encourage a distinctive commercial niche for the Town Center consistent with the area's characteristics.
b. Encourage a variety of stores and services to foster local patronage. Examples include a library; restaurants; a produce market; and music, book, family clothing, housewares, and variety stores.
c. Encourage upgrading of anchor stores and specialty stores.
d. Support an additional high quality retail anchor store if necessary for economic vitality, consistent with traffic circulation.
e. Support nightlife activities, such as a late-night restaurant, diner or coffee shops that harmonize with existing theaters and cultural activities.

See LU-2a (Development Review).

NH-133. Northgate Mall.

Revitalize the economic health of the Northgate Mall and surrounding business areas. Encourage efforts to revitalize and expand Northgate Mall, including improving the mix of activities and the quality of shops, and upgrading the appearance of the buildings and landscaping, while maintaining a scale consistent with the surrounding community and not exceeding infrastructure capacity. Allow the addition of residences, maximize the potential for affordable housing, and incorporate promenade improvements as described in the *North San Rafael Promenade Conceptual Plan* in any substantial rehabilitation or expansion of the mall.

See LU-2a (Development Review) and C-24a (North San Rafael Promenade).

NH-134. Outdoor Gathering Places.

Encourage outdoor public places that support activities and facilities that will encourage people to gather (such as outdoor cafes with music, entertainment for children as families dine and shop, and periodic cultural and arts events), promote a public plaza, a small music venue, and/or a children's feature, and provide outdoor cafes, sidewalk restaurants, or other uses that provide outdoor seating.

See LU-2a (Development Review).

NH-135. Incentives.

Provide planning incentives for uses that will enhance the Town Center, including retail, office, housing, and community services. Allow a height bonus of two stories for affordable housing.

NH-135a. Development Review Process. Through the development review process, encourage improvements consistent with this policy. For example, encourage flexibility in design of retail to incorporate features, such as plazas, pedestrian walkways, entertainment, cultural events, and other community services. Foster partnership among property owners, business owners, community residents, and government agencies to plan and implement future development and changes.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

See LU-13 (Height Bonuses).

NH-136. Design Excellence.

Assure quality of design by supporting policies that encourage harmonious and aesthetically pleasing design for new and existing development. Upgrade and coordinate landscaping, signage, and building design in the Town Center area, as well as improving building and landscaping maintenance.

See LU-2a (Development Review).

Las Gallinas Avenue could be 'main street' for North San Rafael.

NH-137. Northgate Business Park.

Protect and maintain existing industrial uses and industrial sites that are important to San Rafael's economy and needed for the convenience of its residents and businesses. Allow uses such as delis and copy shops that serve businesses and employees in the area.

See LU-2a (Development Review).

Neighborhood Design

NH-138. Industrial Uses and Design Improvement.

Upgrade building design and landscaping with new construction and remodeling projects, particularly along Redwood Highway. Evaluate the design of projects considering the views from Highway 101, with particular attention paid to rooftop equipment and screening of mechanical equipment.

See also I-4 (Utility Undergrounding) and LU-2a (Development Review).

Neighborhood Circulation

NH-139. Pedestrian and Bicycle Safety and Accessibility.

Improve access and bicycle/pedestrian connections between Northgate One, the Mall at Northgate and Northgate Three.

NH-139a. Promenade and Other Improvements. Through the development review process, encourage improvements consistent with this policy. Considerations include:

1. Support routing of the North San Rafael Promenade in the Town Center area to include safer and more convenient pedestrian and bike crossings from the Civic Center to Northgate Three, Northgate Mall, Northgate One, and along Freitas Parkway.
2. Support routing of Marin County north-south bicycle route along Northgate Drive, and increased availability of bicycle racks at the Town Center.
3. Support increased public transit to and from the Town Center.
4. Align crosswalks with bus stops.
5. Encourage shuttle service within the Town Center area during holiday season.
6. Implement traffic calming as needed on roadways in parking lots and redesign traffic flow to minimize conflict between vehicles, bicycles, and pedestrians.
7. Encourage design for additional stores and parking structures to maximize pedestrian access and minimize traffic conflicts.
8. Improve pedestrian safety along Redwood Highway with improved sidewalks and parking lot landscaping.

Responsibility: Community Development
Timeframe: Long Term
Resources: Donations, Grants, Staff Time

See C-24a (North San Rafael Promenade).

NH-140. Pedestrian Scale.

Create a sense of enclosure, pedestrian-scale and easy accessibility by improving the pedestrian "feel" of the Town Center area. Examples include welcoming, pedestrian-friendly entrances to the shopping areas; pleasant, landscaped walkways between the shopping areas as part of the North San Rafael Promenade; and a focal point at a public plaza.

See LU-2a (Development Review).

NH-141. Mall Entrance.

Consider ways to improve the entrance into the mall.

NH-140a. Improved Entrance to the Mall. Support redesign of traffic flow and intersection improvements along Las Gallinas, Northgate Drive, Del Presidio, and Merrydale to expedite traffic to and from the shopping areas and to improve safety for pedestrians and bicycles. Support realignment of driveways along Las Gallinas to form safer intersections and pedestrian crossing.

Responsibility: Public Works
Timeframe: Long Term
Resources: Fees

NH-142. Redwood Highway Improvements.

Upgrade and unify the architecture, signage and landscaping along Redwood Highway on the east side of Highway 101.

See LU-2a (Development Review).

PEACOCK GAP

This neighborhood is developed with single-family homes, condominiums, and the Peacock Gap Golf and Country Club. The private country club has an 18-hole golf course, driving range, clubhouse, and pro shop. Architectural styles vary depending on the age of the single-family home and condominium developments in the neighborhood. The hills located above the developed area of the neighborhood provide an important visual backdrop, as well as trails and access to the adjacent China Camp State Park. The San Rafael Rock Quarry and McNear Brickworks are located in the southern portion of the neighborhood, along the Point San Pedro Peninsula.

Vision of Peacock Gap

Little change is expected in the residential portion of the neighborhood. Should closure of the San Rafael Rock Quarry occur, the property may be annexed to the City as part of the land use entitlement process. A Reclamation Plan is under review by the County, with opportunities for involvement by area residents and the City.

Neighborhood Economy and Culture

NH-143. San Rafael Rock Quarry and McNear Brickworks.

The San Rafael Rock Quarry is currently operational, but its future is unclear at this time. The property owner has expressed an interest in continuing operations, but approval of an updated Reclamation Plan has not yet been obtained from the County. If operations cease during the timeframe of this plan, consider annexation and allow redevelopment of the San Rafael Rock Quarry and McNear Brickworks, taking into account the following factors:

a. Consider the County's approved reclamation plan in future land use considerations. The current reclamation plan indicates a mixture of single-family and townhouse units, a marina, commercial recreation or hospitality and neighborhood-serving commercial uses. A revised reclamation plan is anticipated during the timeframe of this General Plan.
b. Consider redevelopment of the site only if traffic capacity is available and can meet the City's level of service standards, including all intersections to and from the Downtown and freeway on- and off-ramps. Expand Pt. San Pedro Road past Riviera Drive to four lanes if needed for traffic capacity.
c. Create a public use park band along the shoreline, at least 100 feet in width, linking McNears Beach Park with the public walkway along Pt. San Pedro Road.
d. Reopen the saltwater marsh to tidal action. Protect the freshwater marsh.
e. Protect freshwater ponds.
f. Preserve the site's woodland areas and incorporate some of the historic brick works into the project design.
g. Consider redevelopment of the site at one time to eliminate incompatibilities between the existing operation and redevelopment uses, except for the development of a possible high-speed waterway transit stop.

NH-143a. Rock Quarry Plan. Participate in preparation of a new reclamation plan and environmental impact report through the County of Marin, which should form the basis of future land uses and possible annexation.

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Staff Time

NH-144. San Rafael Rock Quarry Impacts.

While recognizing the jurisdiction of Marin County over this property, persist in efforts to minimize impacts of the existing quarry operations on surrounding residents, such as noise, air quality, vibrations, street maintenance and truck traffic.

NH-144a. Rock Quarry Impacts. Seek to have input into County code enforcement activities, land use entitlements or negotiations with the quarry operator that might reduce impacts on affected properties in the City of San Rafael and on City infrastructure.

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Staff Time

See LU-2a (Development Review).

Neighborhood Streets

NH-145. Pt. San Pedro Road Widening.

Develop Pt. San Pedro Road as a four lane arterial from its intersection with Riviera to the main entrance of the San Rafael Rock Quarry property and as an improved two lane arterial from there to Biscayne Drive, including bicycle lanes consistent with the Bicycle/Pedestrian Master Plan.

See LU-2a (Development Review).

Neighborhood Design

NH-146. San Rafael Rock Quarry Shoreline Use.

Develop the San Rafael Rock Quarry shoreline as a public use park band linked to McNears Beach Park and Pt. San Pedro Road upon eventual redevelopment of the Quarry to another use. Develop the park band with a 100-foot wide width, with adjustment to include significant features, such as beaches, within the park band.

NH-146a. Rock Quarry Park. Through the development review process, establish a bay frontage park linked to McNear's Beach and the existing walkway on Point San Pedro Road.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

PICNIC VALLEY

Vision of Picnic Valley

New residential development will be limited to a few vacant hillside lots within the neighborhood boundary. In-fill redevelopment projects are also possible in the area near Davidson School.

The Picnic Valley Neighborhood, one of the older neighborhoods in San Rafael, is located east of Gerstle Park. The neighborhood is developed with a mix of residential uses, featuring apartments and condominiums in the area near Davidson School, and single-family homes and some duplex units in the hillside areas. Access to the hillside homes is provided by very narrow streets, alleyways or pedestrian-only "walks." This is a unique feature within this neighborhood.

The hillside area of the neighborhood, Southern Heights, was formerly farmland. This area experiences "through" traffic as motorists use Wolfe Grade to access the adjacent industrial area and downtown.

NH-147. Residential Use by Davidson Middle School.

Encourage improvements in the area around Davidson Middle School through redevelopment that includes live/work uses.

NH-147a. Lindaro Live/Work. Revise the Zoning Regulations to include a zoning district that allows live/work uses in the Light Industrial/Office and Industrial area surrounding Davidson Middle School.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

RAFAEL MEADOWS/LOS RANCHITOS

Rafael Meadows is a residential area located behind and along the west side of Merrydale Road. This area is developed primarily with small older, one- and two-story single-family homes. Apartments and condominiums are located along Merrydale Road. Two churches are also located in the neighborhood.

The unincorporated Los Ranchitos area features single-family homes on larger lots. Most lots are over an acre in size and some residents house horses on their property.

Vision of Rafael Meadows/ Los Ranchitos

Rafael Meadow is located in the City of San Rafael; Los Ranchitos is a neighborhood in an unincorporated area of the County. Some of the properties along Merrydale Road may redevelop in the future with more housing. The newest development is Redwood Village consisting of 133 townhomes and single-family residences.

NH-148. Residential Use at the End of Merrydale Road.

Evaluate amending the General Plan and Zoning Ordinance to promote residential uses at the end of Merrydale Road.

NH-148a. Zoning Change. Consider amending the General Plan and Zoning Ordinance to allow housing at the end of Merrydale Road.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

SANTA VENETIA

The unincorporated Santa Venetia neighborhood is primarily developed with single family homes, condominiums and apartments, which are located near the China Camp neighborhood boundary. A neighborhood shopping center, Gallinas School, the Jewish Community Center and three small parks are also located within the boundary of this neighborhood. It includes Santa Margarita Island, Santa Venetia Marsh and San Pedro Ridge Open Space Preserves.

Vision of Santa Venetia

This unincorporated area of the County is anticipated to remain essentially a residential area with a neighborhood school and other community institutions.

Vision of Smith Ranch

Properties in this neighborhood are essentially built-out, including the San Rafael Airport, which is limited to additional plane hangar space construction and landscape improvements in the future. Plans for a skate park at John F. McInnis Park have been approved by the County of Marin. The habitat value of the wetlands adjacent to McInnis Park, Marin Ranch Airport, and the riparian corridors along branches of Gallinas Creek will be enhanced and protected, with public viewing areas located where feasible and appropriate.

SMITH RANCH

This neighborhood, located south of the St. Vincent's/Silveira properties, consists of John F. McInnis County Park, the San Rafael Airport, Contempo Marin Mobile Home Park, the Century Theatres, Regency Center office buildings, and a mixed-use area located north of Smith Ranch Road, including the Smith Ranch Homes senior residential project, a nursing home, apartment complexes, a deli, dry cleaner, and restaurant. The San Rafael Airport is privately owned and is limited to based-aircraft only. Commercial flight activity, flight training and use by helicopters are prohibited. McInnis Park, 450 acres in size, is developed with softball fields, soccer fields, tennis courts, a canoe launch, a golf driving range, restaurant, 9-hole golf course, miniature golf, batting cages, and nature trails. Architectural styles in the neighborhood vary due to the mix of old and new developments.

Neighborhood Economy and Culture

NH-149. San Rafael Airport.

Designate the site as Airport/Recreation consistent with the land use covenant agreed to by the City, the County, and the property owner. Recognize the unique and valuable recreational and environmental characteristics of the airport site. The following uses are allowed on the property:

- Uses consistent with the 2002 Master Use Permit, including the airport and ancillary airport services and light industrial uses.
- Private and public recreational uses.
- Public utility uses as approved by the appropriate government agencies, including flood control, sanitary sewer, gas, and electric, and public safety facilities.
- Open space including wetlands.

NH-149a. San Rafael Airport. Through the development review process, require, as needed, improvements consistent with this policy.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

Neighborhood Design

NH-150. Smith Ranch Pond.

Enhance the habitat values of Smith Ranch Pond. Include a public observation station if possible.

NH-150a. Smith Ranch Pond Maintenance. Initiate pond dredging and removal of exotic plants, as provided for in the Smith Ranch Pond Maintenance Plan. Through the development review process, require, as needed, improvements consistent with this policy.

Responsibility: Community Development
Timeframe: Short Term
Resources: Adjacent Property Owners

SUN VALLEY

The primary land use in the neighborhood is single-family residential. The neighborhood also has some duplexes and small apartments. Commercial land uses are limited to the neighborhood shopping center at the corner of Fifth and California, the West End Nursery, and the monument sales office near the Mt. Tamalpais Cemetery at the end of Fifth Avenue. Sun Valley Park and Sun Valley School provide recreational opportunities to residents of the neighborhood.

The diverse character of neighborhood housing is significant because homes were developed with the changing architectural styles over the past century. The oldest area of the neighborhood was subdivided between 1882 and 1916, the Sun Valley subdivision was built after World War II, and the hillside homes were constructed in the 1960s and 1970s. Major topographic features such as the Sun Valley slope and the upper slopes of the Red Rock Quarry are significant parts of the neighborhood.

The 1980 Neighborhood Plan was adopted, in part, to establish development standards for eight undeveloped parcels, totaling 170 acres. The Camgros and Ducca properties are the only vacant parcels remaining in Sun Valley today for development.

Vision of Sun Valley

The scale, diversity, and residential character of the neighborhood need to be maintained, including the existing affordable housing stock. Housing shall continue to be the dominant land use in the neighborhood. New commercial uses will only be allowed if they benefit the neighborhood and will not impair the dominant residential character. There is a desire for infrastructure improvements, including better storm drainage and sidewalks.

Neighborhood Homes

NH-151. New Development.

New development and significant remodels should retain the existing neighborhood character, particularly in areas of smaller or historic homes.

See LU-2a (Development Review).

NH-152. Camgros/Ducca Properties.

Develop these properties at densities and a scale consistent with that of the surrounding neighborhood. Seek annexation of these properties when they are developed. Development should comply with the City's Hillside Guidelines and should include enhancements along the riparian corridor.

See LU-2a (Development Review) and LU-6a (LAFCO).

Neighborhood Circulation

NH-153. Circulation.

Upgrade walkways to sidewalks as a means of safe access to Sun Valley School and the neighborhood commercial center.

See LU-2a (Development Review).

Neighborhood Design

NH-154. Annexation of Mt. Tamalpais Cemetery.

Consider annexation of the Mt. Tamalpais Cemetery, which constitutes an important element in the visual backdrop of the neighborhood.

See LU-2a (Development Review) and LU-6a (LAFCO).

Neighborhood Economy and Culture

NH-155. Commercial Uses.

Prohibit commercial uses in Sun Valley unless such uses would be of primary benefit to the neighborhood and would not disturb or impair its dominant residential character. Encourage retention of the existing neighborhood commercial services at Fifth and California Avenues and at West End Nursery, allowing acceptable alternative uses only if it can be clearly demonstrated that local serving uses are not economically viable.

NH-155a. Sun Valley Commercial Uses. Through the development review process, encourage improvements consistent with this policy.

Responsibility: Community Development
Timeframe: Long Term
Resources: Fees

Terra Linda and *Vision North San Rafael*

In November 1997, the City Council received *Vision North San Rafael*. The Vision is the result of a community-wide effort to describe the future of the northern half of San Rafael. In addition to goals and actions, the document includes a list of implementation strategies to make the vision a reality. Terra Linda is a neighborhood in north San Rafael, and covers much of the area of the Vision.

The Vision identifies needed improvements to the Terra Linda Shopping Center and encourages the construction of the North San Rafael Promenade, both located within the neighborhood boundary. The Vision establishes top priorities and goals for residential neighborhoods in the Design, Beautification and Maintenance, Homes for a Variety of People, Community Services, and Gathering Places sections of the document. Implementation of the Vision will continue to be a requirement for all new development projects in the North San Rafael neighborhoods.

TERRA LINDA

Terra Linda, one of the larger neighborhoods in San Rafael, is developed primarily with single-family homes. Condominiums and apartments are located at the end of Freitas Parkway and along Nova Albion and Los Gamos Road. Architectural styles vary throughout the neighborhood, primarily developed with Eichler, Kenny, or "ranch" style homes. There are three senior housing facilities: Villa Marin, Maria B. Freitas and the Nazareth House.

The Terra Linda Recreation Center, Santa Margarita and Freitas Parks, and sports fields and playgrounds at private and public schools offer recreational opportunities for residents. Kaiser Hospital and Terra Linda Shopping Center are also located within the neighborhood. Traffic in the area is generated by the hospital, the schools, and by Highway 101 diversions. The Terra Linda/Sleepy Hollow Open Space Preserve, located in a semi-circle around the Santa Margarita Valley, provides a community separator between San Rafael, San Anselmo and Lucas Valley. "Pocket" parks are located along Freitas Parkway.

Neighborhood Homes

NH-156 Eichler Homes.

Preserve the design character of Eichler homes.

NH-156a. Eichler Homes. Consider preparation of design guidelines and/or zoning regulations to preserve Eichler Homes.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

NH-157. Hillside Parcels, East of Los Gamos Drive.

These steep, highly visible parcels above the YMCA and office building have limited access. Development shall be clustered to retain community-wide visible hillside resources. Access to the northern parcel is very difficult and should be considered through the adjacent southern parcel.

See LU-2a (Development Review).

NH-158. Santa Margarita Neighborhood Plan.

Prepare a neighborhood plan for Santa Margarita to address neighborhood concerns.

See NH-1a (Neighborhood Planning Process).

Neighborhood Circulation

NH-159. North San Rafael Promenade.

Support implementation of the North San Rafael Promenade.

See C-24a (North San Rafael Promenade).

NH-160. Freitas Parkway Overhead Utilities.

Support and seek funding to underground utilities along Freitas Parkway.

See I-4a (Funding Undergrounding Utilities) and I-4b (Neighborhood Efforts).

Neighborhood Economy and Culture

NH-161. Terra Linda Shopping Center.

Encourage improvements to Terra Linda Shopping Center. Incorporate improvements for the North San Rafael Promenade into upgrades at the shopping center. Examples include:

- Coordinated design and colors at the Terra Linda Shopping Center.
- Tenant identification signs for Terra Linda Shopping Center consistent with the center's appearance.
- Pedestrian friendly plaza in front of Scotty's Market and entry signage at Freitas and Del Ganado.
- Housing when possible, thereby adding to the vitality of this area and facilitating the use of public transit.

See LU-2a (Development Review) and C-24a (North San Rafael Promenade).

Neighborhood Economy and Culture

NH-162. Kaiser Permanente Medical Center.

Retain uses at the Kaiser Permanente Medical Center and seek ways to improve traffic and parking.

See LU-2a (Development Review).

Neighborhood Design

NH-163. Youth Recreation Facilities in North San Rafael.

Encourage safe places for the young people in the North San Rafael Community to gather and to explore and pursue their interests.

The Terra Linda pool is one of the most popular recreation facilities in San Rafael.

NH-163a. Youth Facilities. Through the development review process, require, as needed, improvements consistent with this policy. Provide and maintain additional recreation facilities in North San Rafael, including a teen center and skate park.

Responsibility: Community Development
Timeframe: Short Term
Resources: Fees

NH-164. Santa Margarita Creek.

Improve the appearance of the Santa Margarita Creek on Del Ganado Road while maintaining storm drain capabilities.

See CON-8a (Creek Restoration) and CON-8b (Enhancement of Creeks and Drainageways)

NH-165. San Rafael Library Services.

Encourage library services west of Highway 101.

See CA-12a (Opportunities for Community Based Libraries)

Vision of West End

Development of mixed-use projects on underutilized properties along the "Miracle Mile" is a possibility during the planning period of San Rafael 2020.

WEST END

The West End neighborhood, located west of Downtown, is a mixed-use area consisting of single-family homes, apartments, and commercial uses. The "Miracle Mile," a commercial corridor extending from the Downtown area, bisects the community and provides vehicular access to San Anselmo and beyond to West Marin.

Neighborhood Economy and Culture

NH-166. Miracle Mile.

Existing commercial uses along the Miracle Mile (Fourth Street west of the "Y" at Second and Fourth Streets) shall be retained and improved in terms of visual appearance, parking, landscaping and vehicular access from side streets where possible. New development or redevelopment should be of a scale and intensity consistent with existing development.

See LU-2a (Development Review).

NH-167. Miracle Mile Noise Abatement.

Consider the benefits and practicality of noise abatement techniques when designing or implementing capital improvements along the Miracle Mile.

NH-167a. Miracle Mile Noise Abatement. Through the capital improvement program, consider the implementation of noise abatement techniques, including the use of attractive fencing, trees and landscaping, and noise mitigation pavement.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time

Community Design

Introduction

This element addresses the physical form of the natural environment and the built form of the City. The major features that give San Rafael its visual character are the hills and valleys, the Bay, creeks, the San Rafael Canal, the highways and other transportation corridors, neighborhoods, and the Downtown. The city's historic structures also add to the uniqueness and identity of San Rafael. These include the Mission San Rafael Arcangel and St. Raphael's Church, historic homes, buildings in the Downtown constructed from the late 1800's through the 1920's, the Rafael Film Center and the Marin Civic Center. Community Design policies address how these natural and built elements visually create the identity of San Rafael, and how they contribute to the city's quality of life.

The *City Image* section of this element addresses the qualities that form the City's larger visual character. It provides direction regarding the preservation of views of hillsides and ridgelines, the Bay and Canal, and surrounding areas. It explains how the major transportation corridors can contribute to the quality of life in the City, and how the character of neighborhoods can be recognized, maintained and strengthened.

The *Design Quality* section of this element addresses in greater detail the streets, the Downtown, and other neighborhoods, and provides design direction to guide future development in those areas. The Neighborhoods Element describes policies specific to the Downtown and individual neighborhoods.

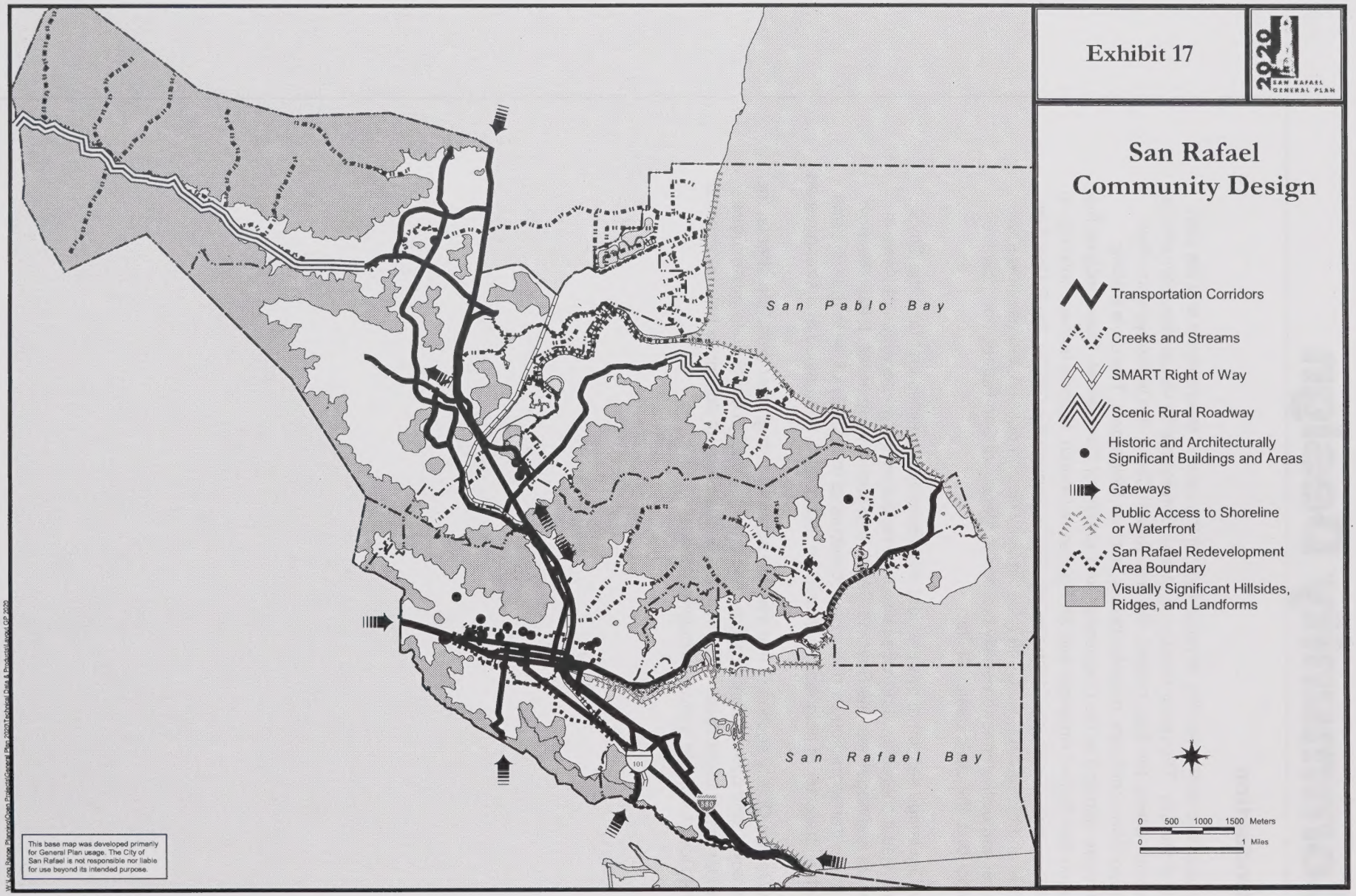


Exhibit 17
2020 SAN RAFAEL GENERAL PLAN
San Rafael Community Design
San Pablo Bay
San Rafael Bay
101
Transportation Corridors
Creeks and Streams
SMART Right of Way
Scenic Rural Roadway
Historic and Architecturally Significant Buildings and Areas
Gateways
Public Access to Shoreline or Waterfront
San Rafael Redevelopment Area Boundary
Visually Significant Hillsides, Ridges, and Landforms
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.
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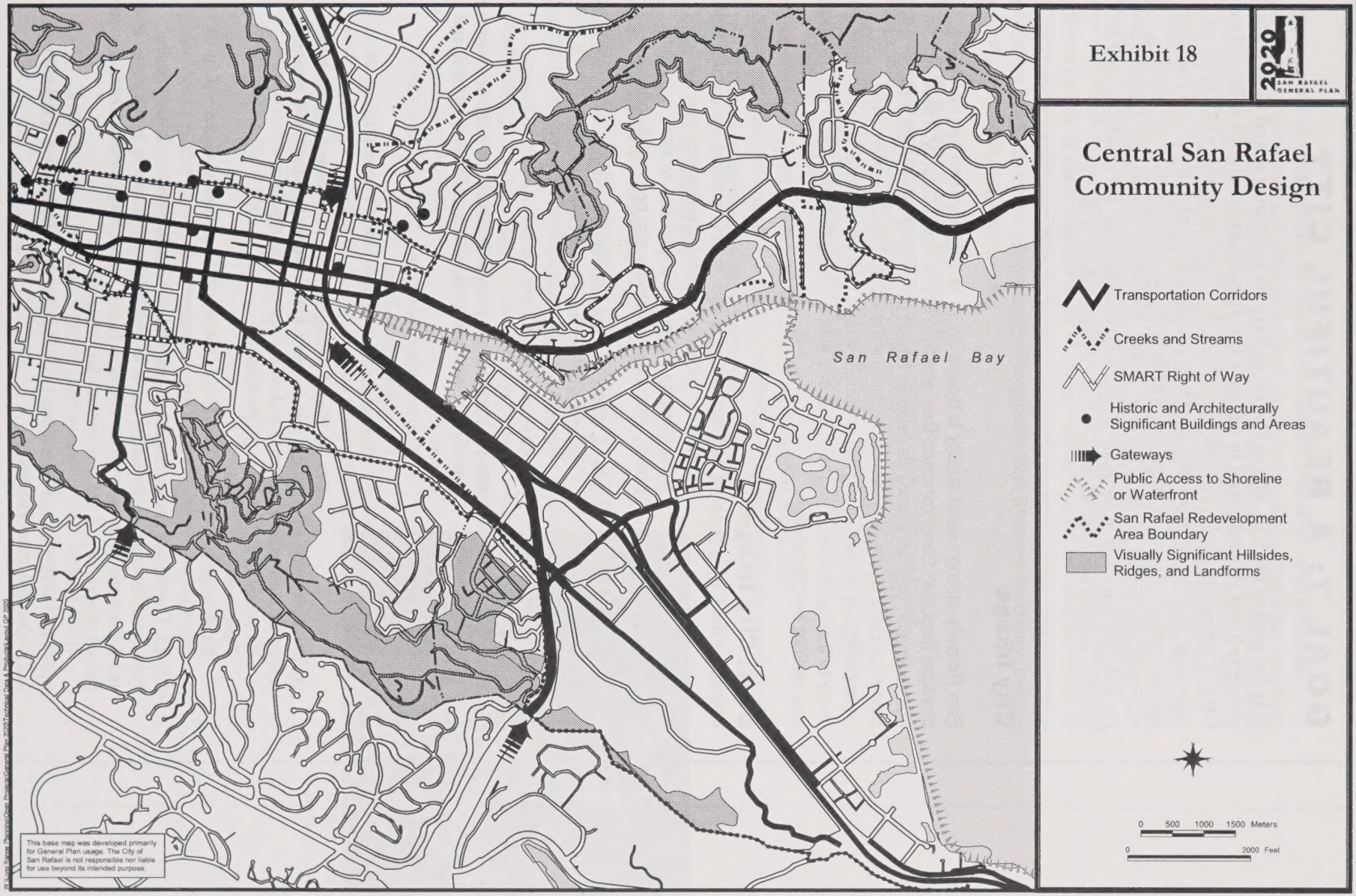


Exhibit 18
2020 SAN RAFAEL GENERAL PLAN
Central San Rafael Community Design
San Rafael Bay
Transportation Corridors
Creeks and Streams
SMART Right of Way
Historic and Architecturally Significant Buildings and Areas
Gateways
Public Access to Shoreline or Waterfront
San Rafael Redevelopment Area Boundary
Visually Significant Hillsides, Ridges, and Landforms
0 500 1000 1500 Meters
0 2000 Feet
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

GOAL 7: A BEAUTIFUL CITY

It is the goal of the City of San Rafael to have its best natural and built features preserved and strengthened to enhance the attractiveness and livability of the City. *Community design policies guide the City's built environment to create an appealing, functional and safe City where people will want to live, work and play. Our well-designed city will be attractive and interesting, and will meet the living, economic and social needs of the community. Within the Community Design Element the valuable qualities of the natural and built environment are identified, and the policies suggest methods to preserve and enhance those qualities.*

City Image

San Rafael's strong visual quality is based on its setting between two dominant physical features: San Francisco Bay and the hills of Marin County. The City's early transportation corridors were developed based on ease of movement through the hills, along the base of the hills, and alongside waterways. The Downtown and neighborhoods formed along the sections of land that were easier to build upon and close to transportation. The result is a city with a strong relationship to natural features and distinct neighborhoods.

CD-1. City Image.

Reinforce the City's positive and distinctive image by recognizing the natural features of the City, protecting historic resources, and by strengthening the positive qualities of the City's focal points, gateways, corridors and neighborhoods.

The cupola of St. Raphael's Church is a local landmark.

CD-1a. Gateway Enhancements. Fund gateway enhancements.
Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time, Growth Allocation Program

CD-1b. Finer Grain Design Qualities. Develop neighborhood or corridor plans to identify more detailed design qualities and elements.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-1c. Way-Finding Signage. Prepare and implement an attractive citywide way-finding sign program to direct people to the City's cultural resources, public facilities, parks and other important destinations.
Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

CD-1d. Landscape Improvement. Recognize that landscaping is a critical design component. Encourage maximum use of available landscape area to create visual interest and foster sense of the natural environment in new and existing developments. Encourage the use of a variety of site appropriate plant materials.

See CA-13b (Historical Preservation Ordinance), LU-2a (Development Review) and LU-3a (Project Selection Process).

Neighborhoods

Neighborhoods are the building blocks of San Rafael's character, with the most important neighborhood being the Downtown. In addition to being the urban heart of Marin County, Downtown is a livable and walkable place where people gather to enjoy life or conduct business. San Rafael's residential neighborhoods are unique areas defined by their street trees, architecture, or in some areas, a mix of residential and commercial uses. Many of San Rafael's neighborhoods have a mix of uses, such as Dominican University in the Dominican neighborhood, or the industrial and retail areas in north San Rafael. Neighborhood polices encourage enhancing the qualities that define and make each neighborhood unique, and strengthening the overall visual and functional quality of each neighborhood. Policies that control the defining elements of neighborhoods should also allow for innovative architecture that is in context with the surrounding neighborhoods. (See also the Neighborhoods Element for design policies pertaining to specific neighborhoods.)

CD-2. Neighborhood Identity.

Recognize and promote the unique character and integrity of the city's residential neighborhoods and Downtown. Strengthen the "hometown" image of San Rafael by:

- Maintaining the urban, historic, and pedestrian character of the Downtown;
- Preserving and enhancing the scale and landscaped character of the City's residential neighborhoods;
- Improving the appearance and function of commercial areas; and
- Allowing limited commercial uses in residential neighborhoods that serve local residents and create neighborhood-gathering places.

See LU-2a (Development Review).

CD-3. Neighborhoods.

Recognize, preserve and enhance the positive qualities that give neighborhoods their unique identities, while also allowing flexibility for innovative design. Develop programs to encourage and respect the context and scale of existing neighborhoods.

CD-3a. Design Review Process. Consider ways to perform limited design review for major ground floor additions and renovations to assure compatibility with surroundings.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-3b. Development Standards. Reexamine residential development standards to address building size, setbacks, height, location of parking, landscaping and design impact.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-3c. Revisions to Design Guidelines. Consider revisions to residential design guidelines to further identify design elements and unique neighborhood qualities.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See LU-2a (Development Review), CD-10b (Compatibility of Patterns), CD-11a (Compatibility of Building Patterns) and H-3b (Compatibility of Building Patterns).

Historic Resources

San Rafael is home to many valuable historic treasures. These features aid in defining San Rafael's character and make the City unique. Policies in the Community Design and the Culture and the Arts elements encourage preservation of these identifiable features so that San Rafael can maintain its heritage and identity.

CD-4. Historic Resources.

Protect San Rafael's positive and distinctive image by recognizing, preserving and enhancing the City's historic resources.

CD-4a. Historic Resources Information. Help residents understand and enjoy their City's heritage by providing information about historic resources.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-4b. Adaptive Reuse. Consider revisions to design guidelines and to zoning regulations to provide development incentives for appropriate adaptive re-use.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-4c. Sign Ordinance. Revise sign ordinance to allow appropriate signage and plaques identifying historic structures.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-4d. Design Guidelines. As part of the Community Design programs to prepare design guidelines, include guidance to assist property owners of historic properties in defining appropriate changes and alterations and to illustrate outstanding examples of how new developments can fit into an historic neighborhood.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time, Grants

The Boyd Gatehouse was built in 1879 and now hosts the Marin History Museum.

See also CD-3a (Design Review Process), CD-1c (Way-Finding Signage), CA-13a (Inventory Update), CA-13d (Public Education), CA-14b (Zoning), and CA-14c (Incentives).

Focal Points

Focal points provide orientation by serving as landmarks and designating important places. The Downtown is a focal point because of its taller buildings, the church, and its density, history and lively walkable environment. The hills are focal points because of their size and natural beauty, as are the San Rafael and San Pablo Bays. The Marin County Civic Center is a focal point because of its architecture and important public use.

Views to focal points and entrances into focal points should be recognized and enhanced where desirable. The land uses in the Downtown and Marin Civic Center should continue to be concentrated within their defined areas to further strengthen the character of these areas. Downtown should continue to be characterized by pedestrian oriented uses and its historic buildings, in order to retain its notable character.

CD-5. Views.

Respect and enhance to the greatest extent possible, views of the Bay and its islands, Bay wetlands, St. Raphael's church bell tower, Canalfront, marinas, Mt. Tamalpais, Marin Civic Center and hills and ridgelines from public streets, parks and publicly accessible pathways.

CD-5a. Views. Improve access to and enhance views of the Canalfront. Develop a Canalfront design plan to address public access, view corridors and appropriate development standards for adjacent buildings.
Responsibility: Community Development
Timeframe: Short Term
Resources: Grants, Staff Time

See LU-2a (Development Review) and NH-74a (Design Plan and Vision for the Canalfront).

CD-6. Hillsides and Bay.

Protect the visual identity of the hillsides and Bay by controlling development within hillside areas, providing setbacks from the Bay, and providing public access along the Bay edge.

CD-6a. Hillside Design Guidelines. Continue to implement hillside design guidelines through the design review process. Update the guidelines as needed.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

CD-6b. Wetland Setbacks. Continue to implement the wetland setbacks addressed in Policy CON-4 and in the zoning ordinance.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

CD-6c. Public Access Opportunities. Continue to evaluate public access opportunities through the development review process.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See also C-27c (Bay Trail).

CD-7. Downtown and Marin Civic Center.

Build upon the character of these areas by controlling land uses to clearly distinguish their boundaries; by recognizing Mission San Rafael Arcangel and St. Raphael Church, Marin Civic Center, and other buildings that help define the City's character, and requiring that these and other architectural characteristics and land uses that give these areas their identity are strengthened.

See LU-2a (Development Review).

Gateways

Gateways are the entry points to the city or a specific area. A gateway could be a subtle change in the landscaping or a natural feature such as a hill which provides a vantage point. A gateway could also be a noticeable change in land use or a boundary marker. San Rafael's gateways are identified on maps.

CD-8.Gateways.

Provide and maintain distinctive gateways to identify City entryways.

CD-8a. Gateways. Evaluate each of the gateways defined on the design element maps to determine what natural, architectural, signage or landscape treatments should further establish these locations as identifiable gateways within the City, and implement the desired improvements as part of the City's Capital Improvement program.

Responsibility: Public Works
Timeframe: Long Term
Resources: Redevelopment, Grants, Staff Time, Capital Improvement Program

See also NH-37a (Freeway Ramps).

Transportation Corridors

San Rafael's transportation corridors are where most people develop their impression of the City. A well-designed corridor should be inviting, attractive and appear visually organized. A corridor's character should be of native landscaping, a prosperous commercial street, or a groomed neighborhood passageway. Some of San Rafael's major corridors are the freeways, Second and Third Streets in the Downtown, Lincoln Avenue and Redwood Highway, Pt. San Pedro Road, Miracle Mile and the roadways that connect San Rafael to neighboring communities.

Corridors could be visually improved through streetscape programs that include trees, streetlights, and other furnishings. The visual quality of corridors can also be enhanced by requiring consistent building setbacks, controlling the mass and height of buildings, architectural guidelines, landscaping and signage. Each corridor should be evaluated to determine the unique set of controls and features that may enhance its visual appearance.

CD-9. Transportation Corridors.

To improve the function and appearance of corridors, recognize those shown on Exhibits 17 and 18 and define each corridor's contribution to the City based upon its land use and transportation function and how it is experienced by the public.

CD-9a. Corridor Design Guidelines. Develop specific design guidelines for each corridor that address building massing, articulation of building facades, detailing, lighting, landscaping, street trees and other desired infrastructure and characteristics. Include appropriate zoning code provisions.

Responsibility: Community Development, Public Works
Timeframe: Long Term
Resources: Staff Time

CD-9b. Right-of-Way Landscaping. Encourage Caltrans to install and maintain landscaping along its right-of-ways.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: State and Federal Funds

See also CON-16a. (Distribution of Information) and C-22a (Native Plants Along Roadway).

Design Quality

As modifications are made to San Rafael, whether through public improvements to streets, parks or other public infrastructure, or as private development affects neighborhoods or the Downtown, the design quality of these changes can determine whether they improve or detract from the quality of life in San Rafael. This section of the Community Design Element recognizes the important qualities of streets, the Downtown, and other neighborhoods, and provides design direction for future development. In many instances implementation of the policies will require the preparation of detailed guidelines or other programs. Design Guidelines should provide a framework of design principles without mandating any one style or genre. See the Neighborhoods Element for design policies related to specific neighborhoods.

CD-10. Nonresidential Design Guidelines.

Recognize, preserve and enhance the design elements that contribute to the economic vitality of commercial areas. Develop design guidelines to ensure that new nonresidential and mixed-use development fits within and improves the immediate neighborhood and the community as a whole.

CD-10a. Visual Compatibility. Ensure that new structures are visually compatible with the neighborhood and encourage neighborhood gathering places. Guidelines may address screening of service functions, materials and detailing, screening of roof equipment, lighting, landscaping, outdoor café seating and pedestrian amenities.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

CD-10b. Compatibility of Patterns. Adopt design guidelines to ensure compatibility of nonresidential building patterns. Guidelines may address setback patterns, parking and driveway patterns, building scale, height and building stepbacks, transition between commercial and residential districts, signage and landscaping.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-10c. Successful Design Portfolio. Establish a portfolio of desirable projects illustrating successful design.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

For Downtown Design, see NH-29 (Downtown Design) for policies and programs related to recognizing, preserving and enhancing Downtown's design elements.

CD-11. Multifamily Design Guidelines.

Recognize, preserve and enhance the design elements that ensure multifamily housing is visually and functionally compatible with other buildings in the neighborhood. Develop design guidelines to ensure that new development fits within and improves the character defining elements of neighborhoods.

CD-11a. Compatibility of Building Patterns. Adopt design guidelines to ensure compatibility of neighborhood building patterns. Guidelines should address setback patterns, parking and driveway patterns, building scale, transitions between land use districts, height and building stepbacks, as well as entries, roof design, roof equipment, windows, architectural style, materials and detailing, lighting and landscaping.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See CD-10c. (Successful Design Portfolio).

CD-12. Industrial Areas.

Recognize the economic importance of industrial areas to the community. Require building and landscape improvements to create a visually comfortable and welcome appearance of the streetscape along roadways in industrial areas adjacent to residential neighborhoods.

CD-12a. Landscaping. Adopt design guidelines to address and modify zoning code landscape requirements to ensure compatibility with adjacent residential neighborhoods.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-12b. Sidewalk and Street Trees. Install or improve sidewalks and street trees in existing industrial areas as redevelopment occurs, through the development review process.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Private

CD-12c. Unlawful Storage. Use code enforcement to eliminate unlawful storage and to assure property maintenance.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time, Fines

See EV-8a (Industrial Zoning).

CD-13. Single-Family Residential Design Guidelines.

Recognize, preserve and enhance the design elements that contribute to the livability of neighborhoods and their visual appearance. Recognize that each neighborhood is unique, and that design review must consider the distinct characteristics of individual neighborhoods. Develop design guidelines to ensure that new development fits within and improves the character-defining elements of neighborhoods.

See CD-10c (Successful Design Portfolio), H-3a (Design Concerns of Single-Family Homes) and H-3b (Compatibility of Building Patterns).

CD-14. Recreational Areas.

In multifamily development, require private outdoor areas and on-site common spaces for low and medium densities. In high density and mixed-use development, private and/or common outdoor spaces are encouraged. Common spaces may include recreation facilities, gathering spaces, and site amenities such as picnicking and play areas.

CD-14a. On-Site Recreational Areas. Continue requirements for on-site recreational areas as specified in the zoning ordinance.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

CD-15. Participation in Project Review.

Provide for public involvement in the review of new development, renovations, and public projects with the following:

- Design guidelines and other information relevant to the project as described in the Community Design Element that would be used by residents, designers, project developers, City staff, and City decision makers;
- Distribution of the procedures of the development process that include the following: submittal information, timelines for public review, and public notice requirements;
- Standardized thresholds that state when design review of projects is required (e.g. residential conversions, second-story additions); and
- Effective public participation in the review process.

CD-15a. Notification and Information about Development Projects. Continue to enhance San Rafael's public notification and neighborhood meeting process to encourage early participation in the review of projects. Create succinct and understandable written handouts to guide property owners, designers, residents and business owners through the City submittal, review and approval processes. Continue notifying neighborhood and homeowner associations about proposed projects in nearby nonresidential areas. Evaluate the adequacy of notification procedures and enhance as needed. For example, consider requiring notification of non-owner occupants and requiring large on-site visible notice of projects under review.

Responsibility: Community Development
Timeframe: Ongoing; Short Term (evaluation of notification process)
Resources: Staff Time, Fees

CD-15d. Thresholds for Design Review. Reevaluate thresholds for design review to ensure sufficient public involvement in the evaluation of design review permits.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See EV-17a (Pre-Submittal Process), G-7a (Review of Facilities Proposed by Other Agencies), I-5a (Design Review), and H-4a (Neighborhood Meetings).

CD-16. Property Maintenance.

Provide incentives and enforcement to achieve desirable property maintenance.

CD-16a. Code Enforcement. Continue code enforcement efforts for trash and litter removal and other maintenance issues in all types of property.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time, Fines

CD-16b. Educational Materials. Continue to provide programs and educational materials to inform property owners about property maintenance requirements in accordance with zoning regulations and design guidelines.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

CD-16c. Loan Program. Encourage lower income property owners to use the Housing Authority's loan program.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See NH-4a (Code Enforcement.), NH-4b (Design Review Conditions of Approval) and NH-4c (Property Maintenance Standards Ordinance).

CD-17. Street Furnishings.

Encourage appropriate benches, trash containers, street lighting, public art, and other street furnishings. Select styles compatible with individual neighborhoods and the Downtown to strengthen their identities.

CD-17a.Street Furnishings. Provide street furnishings that are consistent with applicable design style. Work with neighbors and businesses to fund program.

Responsibility: Public Works, Community Services
Timeframe: Long Term
Resources: Capital Improvements

See LU-2a (Development Review).

CD-18. Landscaping.

Recognize the unique contribution provided by landscaping, and make it a significant component of all site design.

CD-18a. Zoning Regulations for Landscaping. Evaluate and amend as necessary, the Zoning Ordinance's landscaping provisions to promote development with a strongly landscaped character. The intent is that individual neighborhood character be developed and maintained, architecture be softened by plant materials where appropriate, conflicting uses be buffered, parking areas be screened, comfortable outdoor living and walking spaces be created, air pollution be mitigated and developments be made water efficient through the use of a variety of site-appropriate plant material.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-19. Lighting.

Allow adequate site lighting for safety purposes while controlling excessive light spillover and glare.

CD-19a. Site Lighting. Through the design review process, evaluate site lighting for safety and glare on proposed projects.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Planning application fees, Staff Time

CD-19b. Lighting Plan. Require new development and projects making significant parking lot improvements or proposing new lighting to prepare a lighting plan consistent with the Design Guidelines for review by City planning staff.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See also I-6d (Street Lighting Program).

CD-20. Commercial Signage.

Provide sign regulations and guidelines that allow adequate visual identification necessary for successful commercial uses, while also taking into consideration the visual impact along any given roadway.

CD-20a. Sign Ordinance. Update the Sign Ordinance and, when developing regulations, take into account the cumulative effects of possible signage along a roadway or corridor.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-21. Parking Lot Landscaping.

Provide parking lot landscaping to control heat build-up from pavement, reduce air pollution, provide shade cover for vehicles and soften the appearance of the parking lot. Emphasize the use of trees, and limit the height of shrub plantings so as to avoid creating security problems.

CD-21a. Parking Lot Landscaping Requirements. Update parking lot landscape requirements to increase the screening of parking lots from the street and nearby properties. Requirements would address appropriate size and location of landscaping, necessary screening consistent with security considerations, tree protection measures, and appropriate percent of shade coverage required of parking lot trees. Include maintenance requirements in all approvals.

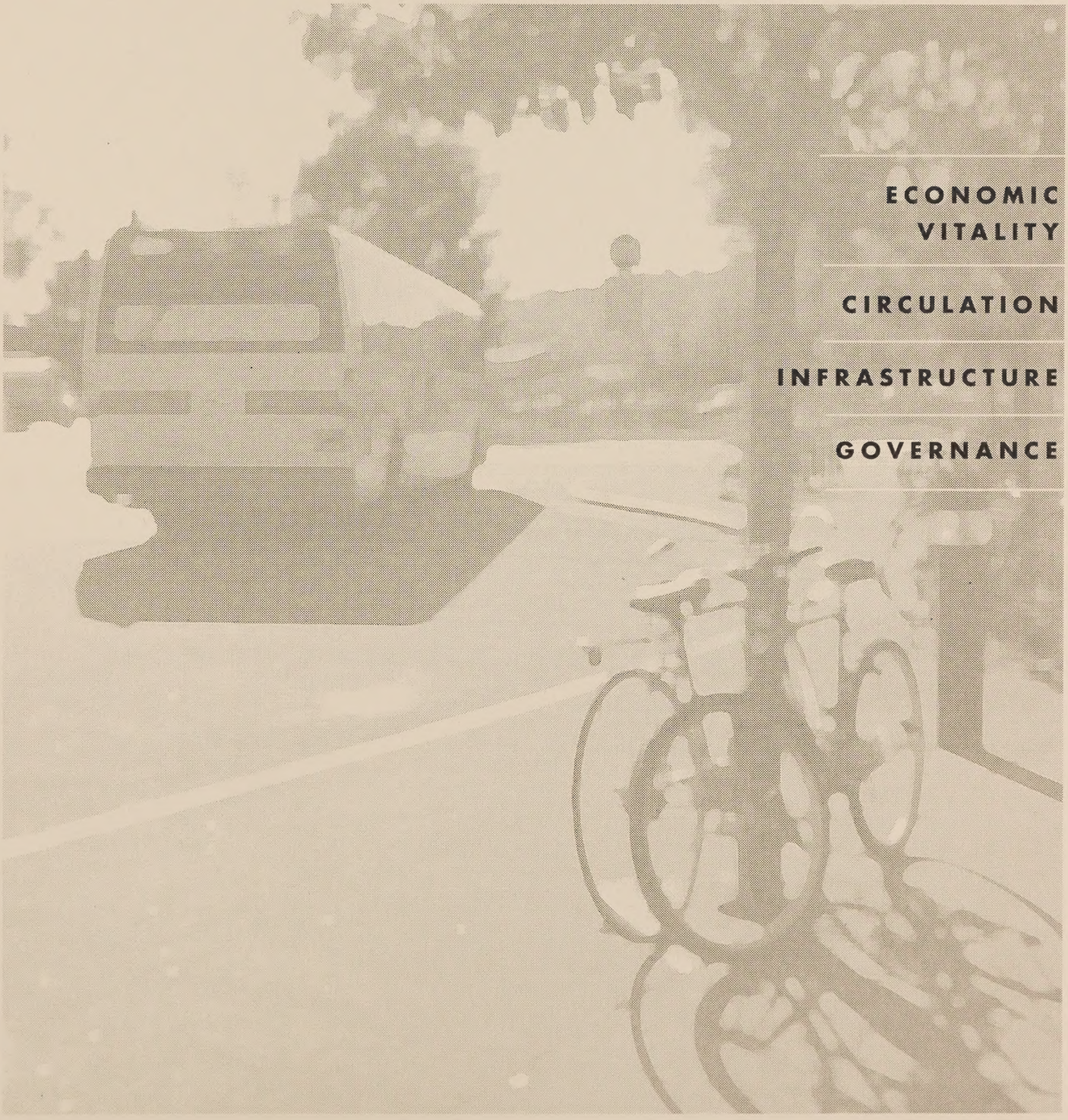
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CD-21b. Parking Lot Landscape Enforcement. Require that newly installed parking lot landscaping be maintained and replaced as needed. Assure that landscaping is thriving prior to expiration of the required 2-year maintenance bond.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

Our Foundation

SAN RAFAEL
GENERAL PLAN



ECONOMIC VITALITY

CIRCULATION

INFRASTRUCTURE

GOVERNANCE

Economic Vitality

Introduction

San Rafael's outstanding quality of life and economy are linked – each supports and benefits the other. Business is drawn to San Rafael by such amenities as the natural setting, quality schools, and public services. In turn, the economy contributes to those qualities – it generates local goods and services for residents, jobs for community members and revenues for City services such as parks, libraries, schools, police and fire protection. Municipal revenue from the business community, through sales and hotel taxes and business license fees, exceeds the cost of City services, thereby contributing to City programs and infrastructure that are enjoyed by all residents.

San Rafael is the business center of Marin County. Over 10,000 businesses exist in Marin County, half of which are in San Rafael. The commercial base is broad and diverse, with many small and medium sized businesses. Less than 50 of the almost 5,400 businesses in San Rafael have 100 or more employees.

Over the past decade, high technology businesses have increased in importance and number, resulting in one of the highest concentrations of game software production in the world. The number of home-based businesses has also increased by over 17 percent in the past five years.

Overall, San Rafael's robust and stable economy is due to three factors. First, San Rafael is viewed as a desirable place to do business with good transportation access, high income residents and a good reputation. Second, the City's economic base is diverse and buffers impacts from economic downturns. Third, San Rafael responds to change and accommodates new opportunities.

Economic Vision

The City of San Rafael envisions a future that continues to exhibit a healthy, vibrant economy, driven by the community's commitment to the vitality of our individual business enterprises and key industries, to the recognition of the importance of our cultural diversity and its significant contribution to our prosperity, and to the preservation of our unique environment. Attaining the economic vision will be the result of productive partnerships among businesses, schools, neighborhood groups, government and environmental interests that have balanced competing concerns.

San Rafael's businesses continue to be diverse: ranging from small to large; from local-serving to global; from traditional to high technology and from specialty to consumer goods. The city is a supportive environment for entrepreneurs starting and growing their businesses, and for mature businesses adapting to a dynamic marketplace. Our businesses are successful in attracting and retaining skilled workers, who are eager to live and work in Marin's transportation and cultural center. The business community is active in local affairs and embraces environmentally friendly business practices. In addition to being home to several prominent companies, San Rafael is known as a key North Bay center for automotive, building trades and home improvements, and technology-oriented industries.

San Rafael's downtown continues to be 'alive after five' with entertainment and cultural attractions, excellent restaurants offering a wide range of cuisines, and intriguing galleries and boutiques. The Canal waterway draws people to an appealing promenade that successfully links vibrant retail and maritime uses. Stores in a revitalized Northgate Town Center benefit from an efficient transportation network, drawing customers from beyond surrounding neighborhoods and nearby offices. Commercial properties are renewed in response to changing market conditions and opportunities. Throughout the City can be found appropriately scaled and sensitively designed mixed use projects that support the economy by providing, for example, both commercial square footage, and affordable and market rate housing, without compromising the integrity of our neighborhoods or worsening traffic congestion.

City government is positioned to provide efficient, cost-effective services and has been particularly adept in securing funding from many sources. While respectful of the free market's effectiveness, the City is willing to assert its authority to stimulate changes that are consistent with the City's goals.

The strength of San Rafael's economy benefits the businesses and workforce as well as its residents. Workers have opportunities to secure affordable housing and competitively priced goods and services. This in turn has enabled household income to enhance the quality of life of San Rafael's families, linking economic vitality to individual and collective prosperity.

GOAL 8: A SOUND ECONOMY

It is the goal for San Rafael to have a vital, forward-looking citywide economy developed with appropriate respect for our environment. *San Rafael has an economy that readily adapts to and takes advantage of changes in the way business is conducted. City government helps shape the existing economy and provide for its growth in a way that ensures sufficient municipal revenue without adversely impacting our quality of life. Policy and land use decisions promote San Rafael's economy with an emphasis on balance and infrastructure limits, while maintaining a commitment to the environment.*

EV-1. Economic Health and Quality of Life.

Understand and appreciate the contributions essential to our quality of life made by a healthy economy, especially to public safety, our schools, recreation, and government services.

EV-1a. Education about the local economy. Continue to promote a business-friendly climate by educating decision makers and the public about interrelationships of community life and economic vitality. Disseminate information through the City newsletter, City website, staff reports, the State of the City dinner, and other means.

Responsibility: City Manager, Economic Development
Timeframe: Ongoing
Resources: Staff Time

EV-1b. Economic database. Maintain databases, generally available to the public, of economic and demographic information to support attainment of economic goals. Protect confidential economic data.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time

EV-2. Seek, Retain, and Promote Businesses that Enhance San Rafael.

Recruit and retain businesses that contribute to our economic vitality, thus helping to provide needed local goods, services and employment, and enhance the City's physical environment.

EV-2a. Business Retention. Continue the business retention program in partnership with the Chamber of Commerce to keep existing businesses thriving in San Rafael.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time, Partnership

The City partners with the San Rafael Chamber of Commerce to support new businesses.

EV-2b. Infill and Reuse Opportunities. Identify redevelopment opportunities and expansion potential and make this information available for the real estate community. Prepare an inventory of vacant and underutilized sites that could be redeveloped for more beneficial use. Address the type of infill appropriate, intensity of use, fiscal impacts, other likely impacts, and timing/phasing issues.

Responsibility: Economic Development, Community Development
Timeframe: Ongoing (Inventory: Long Term)
Resources: Staff Time

See EV-16a (Public/Private Partnerships).

EV-2c. Partnership with the Chamber. Continue to support the Chamber of Commerce's business promotion and recruitment efforts.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time

EV-2d. Promoting Revenue-Generating Businesses. Enhance San Rafael's fiscal climate by promoting high revenue-generating industries, such as automotive sales, building trades and home furnishings.

Responsibility: City Manager, Economic Development, Community Development
Timeframe: Ongoing
Resources: Staff Time

EV-2e. Street Vendors. Consider adopting an ordinance regulating activities of street vendors.

Responsibility: Community Development, City Attorney
Timeframe: Short Term
Resources: Staff Time

EV-3. Tourism.

Recognize and support tourism as a significant contributor to San Rafael's economy.

EV-3a. Tourism Strategies. Explore strategies to take advantage of tourism opportunities in the County, to improve hotel and conference facilities in San Rafael, and to support the City's, Chamber's and Business Improvement District's tourism enhancement programs.

Responsibility: Economic Development, Community Development
Timeframe: Ongoing
Resources: Staff Time

EV-4. Local Economic and Community Impacts.

In addition to review of environmental, traffic and community design impacts, take the following into account when major projects, policies and land use decisions are under review:

- Fiscal impacts on the City's ability to provide and maintain infrastructure and services.
- Impacts on the community such as the provision of jobs which match the local workforce, commute reduction proposals, and affordable housing.
- Additional or unique economic, fiscal and job-related impacts.
- Fiscal and community impacts of not approving a project, plan or policy.

EV-4a. Economic impacts. Continue and expand identification and evaluation of relevant economic impacts in staff reports to Planning Commission and City Council.

Responsibility: Community Development, Economic Development, City Manager
Timeframe: Ongoing
Resources: Staff Time

See LU-3 (Project Selection Process).

EV-5. Strengthen Positive Relationships.

Strengthen the positive working relationships among the business community, neighborhoods, surrounding communities and City government.

EV-5a. Marin County Economic Commission. Work with the Marin County Economic Commission on shared approaches to the economic health of the region and on ways to encourage businesses to remain in and move to San Rafael.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time

EV-5b. Communications with Residents. Regularly communicate with residents regarding relevant economic issues. Maintain consistent and accessible contact with residents through, for example, monthly meetings with neighborhood associations, and the City newsletter and website.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time

EV-5c. Chamber of Commerce and Business Improvement District. Continue regular meetings to coordinate with and support the Chamber of Commerce and Downtown Business Improvement District.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time

See G-8a (Information about Community Issues)

EV-6. Shop Locally.

Encourage local purchase of goods and services by residents, workers, businesses and City government so as to cycle dollars back into our local economy and generate revenue for the City.

EV-6a. Event Promotion. Continue to promote events that bring people to Downtown, Northgate and other community commercial centers to support local businesses.

Responsibility: City Manager, Economic Development, Community Development
Timeframe: Ongoing
Resources: Staff Time

EV-6b. Education about 'Shop Locally.' Support the Chamber of Commerce and the Business Improvement District in their efforts to educate people about the benefits of shopping locally.

Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time

Double Rainbow is a popular local business.

EV-6c. Local Preference. Where other factors, such as price, are equal, the City should give preference to purchasing goods and services from local vendors.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time

EV-7. Environmentally-Friendly Business Practices.

Promote environmentally friendly business practices that reduce the need for non-renewable resources.

EV-7a. Green Business Practices. Coordinate with Marin County, environmental organizations and the Chamber of Commerce to promote green business practices (alternate transportation modes, energy conservation, water conservation, packaging reduction, etc.) and the County's Green Business Certification Program.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

GOAL 9: A RANGE OF GOODS AND SERVICES

The goal of San Rafael is to have an economy that provides a full range of goods and services, business, employment, educational and training opportunities, and ample work force housing. *San Rafael's economy is balanced. The City enjoys a broad diversity in its local business communities, which include industrial concerns, knowledge-based companies, professional and financial services, retail, cultural and entertainment providers, and restaurateurs.*

EV-8. Diversity of our Economic Base.

Keep San Rafael a full-service city by retaining and supporting a broad and healthy range of businesses.

EV-8a. Industrial Zoning. Maintain zoning for industrial areas to the extent feasible to prevent a loss of industrial businesses.
Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

EV-8b. Day Laborers. Assist in identifying an appropriate and convenient location for a center for the employment for day laborers who provide a ready and accessible source of labor for construction, landscaping and maintenance.
Responsibility: City Manager, Community Development
Timeframe: Short Term
Resources: Staff Time

See EV-2d (Local goods and services).

EV-9. Business Assistance Programs.

Support the creation and retention of programs that assist small businesses.

EV-9a. Business Education. Work with the Chamber of Commerce and other public and private organizations to strengthen business education programs.
Responsibility: Economic Development
Timeframe: Ongoing
Resources: Staff Time

EV-9b. Business Incubation. Evaluate the feasibility for business mentoring and incubation programs that could be undertaken in cooperation with public, institutional and/or private sector partners.
Responsibility: Economic Development
Timeframe: Long Term
Resources: Staff Time

EV-10.Cooperation with Local Training and Education Efforts.

Assist and support the efforts of business associations, labor organizations, businesses, non-profit organizations, cities, county, state, and schools in providing job and language skills training programs and business education.

EV-10a. City internships and mentoring. Continue to participate in mentoring and internship programs, including cooperation with other agencies and organizations.

Responsibility: All Departments
Timeframe: Ongoing
Resources: Staff Time

EV-10b. English as a Second Language. Continue to support community wide efforts to provide English as a Second Language (ESL) training, citizenship, and other educational priorities as expressed by neighborhoods.

Responsibility: Community Services, Library
Timeframe: Ongoing
Resources: Fees, Grants

EV-10c. Workforce Education. Support the education of the workforce in order to strengthen skills needed to fill jobs in the community.

Responsibility: All Departments
Timeframe: Ongoing
Resources: Staff Time

See EV-9a (Business Education) and EV-9b (Business Incubation).

EV-11. Promotion of Workplace Alternatives.

Promote the establishment of workplace alternatives, including home-based businesses, telecommuting and satellite work centers.

EV-11a. Home Occupations. Work with neighborhood organizations and business owners to reexamine and update home occupation zoning regulations to reflect changing trends. Continue to enforce compliance of unlicensed home businesses.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

Autodesk is a leading employer in promoting workplace alternatives.

EV-11b. Telecommute Policy. Consider establishing a telecommute policy for City employees.

Responsibility: City Manager
Timeframe: Long Term
Resources: Staff Time

EV-11c. Workplace Alternatives. Encourage employers to offer workplace alternatives and promote the formation of satellite business centers.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

EV-12. Workforce Housing.

Aggressively encourage creation and retention of workforce housing, both owner and renter-occupied especially for public safety and community service personnel.

EV-12a. Benefits of Workforce Housing Educate residents regarding the benefits to the community of workforce housing.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time

EV-12b. Housing Opportunities for Local Public Service Workers. Aggressively support efforts to build and retain workforce housing opportunities for local public service workers such as, but not limited to, public safety employees and community service personnel.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time

See H-24 (Contributions Towards Employee Housing).

GOAL 10: DISTINCTIVE BUSINESS AREAS

It is the goal for San Rafael to have vital and attractive business areas, each with a distinctive character and emphasis. *San Rafael has a broad spectrum of businesses. The business areas within Downtown, North San Rafael, East San Rafael, West Francisco Boulevard and the Miracle Mile maintain the community's position as a full service city. In addition to these districts, there are distinct, attractive and convenient neighborhood-serving retail centers.*

Each of these areas has a unique economic role that contributes to and helps maintain San Rafael's position as a full service city:

- Downtown and the surrounding core area set the tone of the city.
- North San Rafael offers the City's largest employers, Kaiser Hospital, light industry and offices areas and the City's only regional mall.
- East San Rafael houses the building industry, auto retail and repair businesses, and offices.
- West Francisco Boulevard includes retail with convenient freeway access, auto sales and services, and the building trades.
- The Miracle Mile (Fourth Street between Second Street and San Anselmo) comprises a linear commercial corridor oriented towards a major thoroughfare with retail, restaurant and personal service uses.

EV-13. Business Areas.

Promote San Rafael's economy and the strengths and benefits of all of its business areas.

Pursue actions that revitalize and sustain San Rafael's business areas such as:

- Planning and managing the supply and operations of parking.
- Beautification efforts along City public areas, such as installation and maintenance of planters, street trees, and lighting.
- Housing and economic development.
- Multi-modal circulation improvements for residents, workers, suppliers and customers.

EV-13a. Zoning Regulations. Review zoning and development regulations for each business area and make sure that they are consistent, with the objective of strengthening the unique economic role of each area.

Responsibility: Community Development, Economic Development
Timeframe: Short Term
Resources: Staff Time

See C-14a (Transit Network), C-30 (Downtown Parking), I-8a (Street Tree Program), LU-2a (Development Review), H-23b (Zoning Standards to Encourage Mixed Use), NH-10 (Neighborhood Centers), NH-11 (Needed Neighborhood Serving Uses) and Neighborhood Element policies related to the specific commercial areas.

EV-14. Support for Business Areas.

Support and encourage public and private redevelopment and upgrading of both existing and underdeveloped commercial and industrial properties, while retaining economic and architectural diversity.

See LU-2a (Development Review) and NH-54a (Expansion of the NC District).

EV-15. Mutual Support Between Business Areas and Adjacent Neighborhoods.

Promote productive relationships between residential neighborhoods and adjoining business areas to foster positive interaction.

EV-15a. Business/Neighbor Collaboration. Seek innovative ways for businesses and their residential neighbors to collaboratively solve mutual concerns. Encourage conflict resolution between businesses and neighbors.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time, Partnerships

EV-15b. Neighborhood Upgrades. Through development review, encourage neighborhood-friendly improvements, such as pedestrian and bicycle facilities and gathering places where appropriate that can be used by workers and residents.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

See NH-14 (Gathering Places and Events).

GOAL 11: CREATIVE INFILL

The goal of San Rafael is to have creative infill development and redevelopment that takes maximum advantage of our existing resources. *Little vacant land remains in San Rafael. Further development will have to be extremely creative, utilizing infill wherever possible, together with redevelopment designed to obtain the highest and best use of our limited space, and the preservation of open space and ecologically-sensitive areas. In some areas, reinvestment is needed to upgrade or replace buildings and make other improvements so that these commercial areas are more competitive and better serve the community.*

EV-16. Partnerships for Infill Development.

Encourage public/private partnerships as one means of redeveloping and revitalizing deteriorated and underdeveloped areas.

EV-16a. Public/Private Partnerships. Identify and pursue promising public/private opportunities for partnerships in infill development.

Responsibility: Community Development, Economic Development
Timeframe: Ongoing
Resources: Staff Time

See EV-13a (Zoning Regulations), EV-2b (Infill and Reuse Opportunities).

EV-17. Development Review.

Expedite the development review process by encouraging design excellence, and effective community involvement.

EV-17a. Pre-submittal Process. Review the pre-submittal process to identify ways to foster quality project submittals. Refine the neighborhood notification and meeting procedures to ensure productive involvement in the development review process.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time, Fees

See LU-2a (Development Review), CD-10a (Visual Compatibility), CD-11a (Compatibility of Building Patterns), CD-12a (Landscaping), and CD-15a (Notification and Information about Development Projects).

Circulation

Introduction

San Rafael is situated in the heart of Marin County, at the crossroads of Highway 101and Interstate 580. Given its central location, geographic constraints and vital economy, San Rafael experiences significant traffic and congestion. Concern about congestion is consistently ranked high among residents polled.

While traffic congestion is a sign of an active and vital local economy and community, as congestion increases it can frustrate drivers, waste fuel, contribute to pollution and reduce potential productivity and recreational time. Through careful circulation planning, San Rafael has maximized the traffic capacity of its older network of streets. Examples include one-way streets in Downtown, the Loop in East San Rafael, new connections such as Andersen Drive and Lincoln/Los Ranchitos, and improved signal timing. While the City has little control over regional traffic that passes through San Rafael on Highways 101and 580, and Second and Third Streets, it can continue to monitor local roadway congestion, construct roadway improvements, encourage walking and biking, and support regional initiatives and projects that will provide a greater range of transportation options.

Overview of Key Recommendations

San Rafael's key circulation improvement strategy is to create as safe and well-managed transportation network that provides greater choice for the traveler and limits, or even reduces, congestion on our roads. Various roadway improvements, improved regional and local transit, expanded bicycle and pedestrian networks, and improved connections between the different modes will help to lessen reliance on the single occupancy vehicle and reduce emissions. Additionally, Land Use and Housing policies supporting mixed-use development, higher densities around transit hubs, and retention of neighborhood retail and services will further promote transit use and help reduce new trips.

Proposals in this Element that will help accomplish the above include the following:

- A greater City leadership role in the pursuit of regional transportation funding, planning and improvement strategies, with strong advocacy for passage of a transportation tax to help fund local transit, and roadway and highway projects.
- Continued City monitoring and management of San Rafael congestion through level of service standards, the Project Selection Process, signal timing, and other means.
- Local roadway and regional highway interchange improvements to increase safety, improve flow and reduce congestion.
- Completion of a continuous High Occupancy Vehicle lane on Highway 101.
- Improved and expanded local bus service, and increased express bus service.
- Increased regional ferry service.
- New commuter rail service between Sonoma and Marin Counties.

- Inter-modal transit hubs Downtown and in North San Rafael to support transit use.
- Implementation of the *San Rafael Bicycle and Pedestrian Master Plan* to provide an expanded bikeway and sidewalk network and greater overall support for biking and walking.
- Support of implementation of the North San Rafael Promenade.
- Support of transportation demand management programs and techniques to encourage less driving.
- Support of local school districts' efforts to increase school bus and crossing guard services and to expand participation in the Countywide Safe Routes to Schools program.

Background

A number of key changes over the past decade have contributed to higher traffic volumes in San Rafael and Marin County as whole:

- **County residents are making more trips per day.** The average number of trips per household has increased by more than 10% since 1990. This is due in part to lifestyle changes such as two-worker families, flextime, more scheduled youth activities, and a larger retired senior population, all of which contribute to the greater number of household trips and also to greater off-peak hour traffic.
- **Peak period trips are being made for many purposes.** School trips alone account for 21% of morning commute traffic in the County, as more parents drive their children to school in response to the absence of safe conditions for biking and walking, and lack of school bus service. San Rafael's worst traffic congestion tends to occur during the a.m. peak period.
- **More trips are being made inside Marin County.** Marin County is now more of a job center and less of a bedroom community. This is especially true in San Rafael. The majority of trips generated by Marin County residents stay within the county.
- **Marin attracts workers from surrounding counties.** As a job center, Marin County attracts workers from outlying areas, such as Sonoma County, that provide more affordable housing. More than half of southbound a.m. peak period trips at the Sonoma-Marin border are bound for Marin.
- **New development has generated more traffic.** Over the past decade San Rafael, surrounding communities and surrounding counties have experienced growth, creating more regional traffic during peak and non-peak periods. In San Rafael, new nonresidential development over the past decade has generated needed sales tax and services, and business diversity; however, this development has resulted in more traffic.

During the same period, San Rafael's highway infrastructure has experienced only minor improvements, and capacity has not been substantially increased. The 101/580 interchange is inadequate and due for reconfiguration. A continuous High Occupancy Vehicle (HOV) lane through Marin County along Highway 101 is not yet complete in San Rafael, contributing to bottlenecks and backups. Because there are too few east-west crossings, San Rafael experiences back ups on and near the 101 and 580

Transit and Paratransit

Transit services include bus, rail, shuttle, airporter, private bus, and taxi services. Paratransit services are specifically targeted to individuals who have difficulty using regular transit services, including older adults and persons with disabilities.

ramps. Additionally, there are limited direct north-south alternative routes parallel to 101, which places more pressure on 101 as drivers use it for local trips throughout the day. This also puts more pressure on local streets as drivers seek indirect alternative routes when 101 is backed up. It is largely because of these factors that, according to the Metropolitan Transportation Commission, in 2001, southbound traffic on 101 through San Rafael during the a.m. peak hour ranked fourth among Bay Area highway congestion spots. In addition to congestion along 101 and 580, Second and Third Streets provide a major east/west route for San Anselmo and West Marin County residents.

Between 2000 and 2020, Marin County is expected to grow by 11 percent while Sonoma County, Napa County and the Bay Area region are expected to grow by 20 percent.

It is clear that some of San Rafael's congestion is due to regional traffic over which the City has little control. Even if the City limited further development entirely, congestion would continue to grow in San Rafael as a result of growth in surrounding communities.

At the same time, there are limited alternatives to the automobile for travel within San Rafael and Marin. As the table below shows, there have been few changes in overall mode of travel during commute hours over the past decade. The figures are for workers 16 and older. When commuters 18 and older are surveyed, the "drive alone" mode share climbs to approximately 79 percent in other surveys. The single occupancy vehicle is clearly the dominant form of travel.

Repeatedly, traffic congestion has been identified as a top issue of concern for San Rafael residents. It was identified as a top concern during development of General Plan 2020 in both the *Trends* and *Issues* Reports, in which participants ranked congestion as one of the top three issues facing San Rafael. The County, in a series of recent reports culminating in its 25-Year Transportation Vision for Marin County concludes that expanding transportation choice is the only realistic way to manage congestion and improve mobility.

Exhibit 19: San Rafael Commuter* Mode Split

Commute Mode	1990		2000	
Work at home	1,280		1,854	
Drive alone	17,120		18,166	
Carpool	3,274		3,353	
Transit and Paratransit	2,993		3,519	
Walk	948		903	
Other (including bicycle)	324		664	

*Workers 16 years and over.

SOURCE: U.S. Census, 1990, 2000.

The Circulation Element of the General Plan is closely tied to the Land Use Element. The Circulation element ensures that the transportation network – including roads, transit, and bicycle and pedestrian facilities are designed to accommodate the City into the future. The focus of this element is on managing the City's infrastructure, expanding transportation options for San Rafael citizens, and allowing patterns of development that support walking, bicycling and transit use as alternatives to driving.

Transportation Successes Since the 1980s

Since adoption of General Plan 2000 in 1988, the City has been successful in helping to improve the local circulation system on several fronts. Key accomplishments include:

- Making land use changes in the Downtown area that support transit over the long run, including more housing and development that includes a variety of uses (mixed-use development).
- Establishing and monitoring Level of Service (LOS) standards for signalized intersections throughout San Rafael.
- Developing the Priority Projects Procedure (PPP) to allocate growth based on limited traffic capacity.
- Improving traffic flow and connections by making major roadway improvements including the Lincoln/Los Ranchitos connector, the Merrydale Overcrossing, Andersen Drive, reconfiguration of the Civic Center Drive intersection, "The Loop" in East San Rafael, Downtown signal timing, and a new lane on Second Street between Lindaro and Hetherton.
- Supporting regional efforts to create a continuous High Occupancy Vehicle lane through Marin County. (The San Rafael portion is scheduled to begin construction in 2004).
- Introducing traffic calming techniques to reduce speeds and increase safety on residential streets.
- Adopting and beginning implementation of the San Rafael Bicycle and Pedestrian Master Plan in 2002.
- Completing the *North San Rafael Promenade Conceptual Plan* in 2002, outlining pedestrian and bicycle connections between neighborhoods in Terra Linda and commercial and cultural areas in Northgate and the Marin County. Civic Center.
- Constructing the Downtown Transportation Center, serving regional transit users.
- Beginning construction of a 400-car parking garage Downtown in 2003.
- Participating in various regional transportation planning efforts through the County Congestion Management Agency (CMA), the Water Transportation Agency (WTA), the Golden Gate Bridge and Highway and Transportation District (GGBHTD) and the new Sonoma Marin Area Rapid Transit (SMART) Authority.
- Supporting the countywide Safe Routes to School program that has reduced single occupancy vehicle trips in participating San Rafael schools by up to 15 percent.

Circulation Needs in San Rafael

A brief overview of circulation needs is presented below, and discussed in more detail under the relevant Circulation Goals that follow. Roadway conditions for Baseline (existing conditions with approved projects) and 2020 are in Appendix C.

Roadway Improvements

Because San Rafael is impacted by regional traffic, reducing congestion and decreasing the frequency of incidents on Highways 101 and 580 are important to improving traffic flow and reducing congestion in San Rafael. More connections between neighborhoods for pedestrian, bicycle and automobiles are also needed. Some residential streets impacted by traffic generated outside the neighborhood could also benefit from traffic calming techniques to improve safety. Roadway conditions are closely monitored in order to identify other circulation improvements needed to improve flow or increase safety.

School Transportation

City studies have estimated that 21 percent of a.m. peak traffic is caused by school-related traffic. Studies also show that 10 percent of students use a school bus for transport to school, while 75 percent arrive by car. Many parents feel it is unsafe for students to ride the bus or bike or walk to school. The countywide Safe Routes to School program is addressing these issues.

Transit Users

The *Marin Transit Futures Report* presents the following relevant findings regarding local transit needs. Though based on countywide needs, these findings also apply to San Rafael.

- Over two-thirds of all transit riders in Marin are transit dependent.
- Approximately 60 percent of all local transit trips are considered by users to be the primary way they get to work.
- The heaviest concentration of ridership occurs in the Downtown and Canal neighborhoods, which together account for 41 percent of all transit trips in the county.
- Transit users in the San Rafael Basin share the following characteristics: 70 percent of riders are 19-45 years of age; 70percent are transit dependent; 70 percent ride transit at least five days a week; and 65percent earn less than $20,000/year. The heaviest used routes in the County are in the Canal Neighborhood, served primarily by routes 20 and 35.
- Users in Las Gallinas Valley are older, with riders 65 and older comprising 18.2 percent of total ridership compared with a countywide average of 5.4 percent. There are fewer riders aged 19-29 than elsewhere in the county. Additionally, most riders use transit less regularly than elsewhere in the county.

Transit Services

The Transit Authority of Marin and Golden Gate Bridge, Highway and Transportation District provide local and regional bus service, with connection to surrounding neighborhoods, communities and counties. On November 2, 2003, the Golden Gate Transit (GGT) bus system cut back services due to a severe financial shortfall of $13 million, resulting in a 22 percent reduction of service overall. In San Rafael, ferry connector service was eliminated as well as other local service. A month later, due to peak hour overcrowding, some services were restored for Route 35 in the Canal Neighborhood, and between San Rafael and San Anselmo. Cuts systemwide were primarily to low ridership routes. The results were that, for weekday, 1.7 percent of passenger trips had no service alternative, and 26.1 percent of passenger trips had a route segment eliminated, but had alternative and comparable service available. For 15.8 percent of weekday passenger trips, headways (amount of time between buses) increased 30 minutes to one hour. Also systemwide, cuts were more severe on the weekends, with 2.1 percent of passenger trips having no service alternative, and 36.6 percent of passenger trips having a route segment eliminated, but with alternative and comparable service available. For 14.0 percent of weekend passenger trips, headways increased 30 minutes to one hour.

- **Bus.** Marin County Transit and Golden Gate Bridge, Highway and Transportation District provide local and regional bus service, with connections to surrounding neighborhoods, communities and counties.

- **Shuttles.** Several City-sponsored and private shuttles were previously operated in the 1980s and 1990s in San Rafael but were discontinued due to low ridership. A 2002 study to consider the feasibility of City shuttle with connections between Downtown and major employers concluded shuttle service is not currently a viable option.

- **Commuter Rail.** The Sonoma Marin Area Rail Transit (SMART) Commission was formed in 1995 to study possible rail service between Cloverdale and San Rafael using the former Northwestern Pacific Railroad Authority right-of-way. In 2003, the Commission became the SMART Authority. An environmental impact report is being prepared to evaluate the proposed service, and a ballot measure is under consideration for November 2006 to provide funding for the commuter line.

- **Other Transit.** Sonoma and Marin Airporter services connect riders with the Oakland and San Francisco airports; Greyhound Bus service provides national bus service, and private taxi companies provide taxi service.

Paratransit Services

Paratransit services are small-scale transit services catering to special needs populations such as the elderly or disabled. Whistlestop Wheels provides demand-responsive service for elderly and disabled citizens that qualify for Americans with Disabilities Act (ADA) paratransit service. Local ADA paratransit increased 28 percent between 1995 and 2000, and is expected to increase 23% more by 2020. In 2000, approximately 38% of Whistlestop Wheels' weekly Marin County trips had an origin or destination in the San Rafael Basin or Las Gallinas Valley. The service is funded through a property tax-based grant from the Marin County Transit District.

Bicycling and Pedestrian Facilities

In 2002, the City adopted the *San Rafael Bicycle and Pedestrian Master Plan*. The Plan outlines the need for an expanded network or bikeways and pedestrian pathways and sidewalks, as well as end-of-trip facilities and public education about the merits of bicycling and safety.

Parking Facilities

Parking supply throughout the City is limited and must be managed based on the adjacent land uses it serves. Downtown requires a flexible, urban parking strategy. Some other commercial areas require additional parking. Some residential areas are impacted by on-street parking shortages due to older apartment buildings with inadequate on-site parking, spillover parking from nearby commercial areas, and other factors, and require City assistance in balancing the needs of different parking users. Bicycle parking should be secure, visible and convenient. There is inadequate bike parking on busy commercial roads such as Fourth Street, at the Transportation Center, at shopping and employment centers, and at public parks and recreation centers.

Airport Facilities

San Rafael is served by two international airports at San Francisco and Oakland. Sonoma and Marin Airporters serve these airports. The San Rafael Airport is a privately owned and operated local airport. Marin County operates a small airport for business and pleasure at Gnoss Field, located in Novato.

Funding Needs

San Rafael's circulation funding comes from Federal, State and local sources, including traffic mitigation fees. Nearly all Bay Area counties have a transportation sales tax that provides funding for transit and related improvements, but efforts to establish one in Marin County have twice failed. Without such a tax, it is difficult to attract the Federal and State funds needed for local improvements.

Relationship of the Circulation Element to State Law and Other General Plan Elements

Consistent with State law, this Circulation Element establishes policies affecting the movement of people, goods, and vehicles within and through the City, and meets other requirements as outlined by the Governor's Office of Planning and Research. Specifically, the State requires the Circulation Element to identify the extent and location of existing and proposed major thoroughfares, transportation routes, terminals, any military airports and ports, and other local utilities and facilities, all correlated with the land use element of the plan. The Infrastructure Element addresses other local utilities and facilities.

The Circulation Element is related to other elements of the General Plan as follows:

- **Land Use Element.** See policies concerning timing development with circulation improvements and growth allocation. See also policies concerning

mixed use, infill and transit-oriented approaches to higher density development.

- **Community Design Element**. See policies concerning transportation corridor improvement programs, street trees and parking lot landscaping.
- **Infrastructure Element**. See policies concerning the Capital Improvement Program and street maintenance, including street pavement, sweeping, lighting and sidewalk maintenance.
- **Safety Element**. See policies concerning access for emergency vehicles and emergency roadway connectors.
- **Air and Water Quality Element**. See policies concerning promotion of circulation alternatives, including low-emission vehicles.
- **Neighborhoods Element**. See policies concerning safe streets, street appearance, creating pedestrian friendly environments, bicycle and pedestrian paths, parking, open space access, San Rafael Airport, and specific road improvement and access projects.

GOAL 12: A LEADERSHIP ROLE IN TRANSPORTATION

It is the goal of San Rafael to take a leadership role in developing regional transportation solutions. *San Rafael is proud of the leadership role it has taken in planning and securing funding for regional transportation projects that expand travel choices for local citizens. Through working closely with regional transportation planning agencies, funding sources and service providers, the City continues to play a pivotal role in making highway connections more efficient, improving bus service, establishing commuter rail service, expanding ferry service, and creating an extensive Countywide bikeway network.*

Transportation is a regional issue that must be addressed on a regional level. The County Congestion Management Agency (CMA) was formed in the early 1990s to address regional transportation planning and funding needs. San Rafael, located centrally in the county and the largest city in Marin, can play a major role in shaping the future of transportation in Marin. Through the City's participation on the boards of the CMA, the Golden Gate Bridge and Highway Transportation District (GGBHTD), and the new Sonoma-Marin Area Rail Transit (SMART) Authority, the City of San Rafael has a significant voice in matters of regional significance. On a wider regional scale, the City also participates in Water Transit Authority (WTA) planning efforts affecting Bay Area ferry service, and monitors Metropolitan Transportation Commission (MTC) planning activities that affect Bay Area-wide transportation decisions.

The key issue affecting Marin County's regional transportation future is lack of funding. Unlike most Bay Area counties, Marin County is not a "self-help" county, as it does not have a transportation sales tax to fund roadway and transit improvements. This severely limits the ability of Marin County transportation agencies to attract State and Federal matching funds for local transportation projects. The City supports future efforts to pass the tax because it is essential to provide needed funding for improvements to roadways and transit.

Marin County's Transportation Vision

The City of San Rafael's policies are compatible with efforts by Marin County to improve transportation choices as outlined in *Moving Forward - A 25-Year Transportation Vision for Marin County* (2003), which advocates the following:

- Improved and expanded local bus service.
- Countywide school bus service and support of the Safe Routes to School program.
- Local roadway and highway interchange improvements.
- Completion of a continuous High Occupancy Vehicle lane on Highway 101.
- Transit Centers to serve as inter-modal hubs.
- New commuter rail service.
- Increased express bus service.
- Increased ferry service.

C-1. Regional Transportation Planning.

Actively coordinate with other jurisdictions, regional transportation planning agencies, and transit providers to expand and improve local and regional transportation choice. Work cooperatively to improve transit and paratransit services, achieve needed highway corridor improvements, and improve the regional bicycling network. As part of this effort, support implementation of Marin County's *25-Year Transportation Vision.*

C-1a. Participation in CMA, MTC and Other Regional Transportation Planning Efforts. Continue to participate in and monitor activities of regional transportation planning agencies, including but not limited to the Marin County Congestion Management Agency and the Metropolitan Transportation Commission, and actively support implementation of Marin County's 25-Year Transportation Vision.

Responsibility: City Council, Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-1b. Public Information About Transportation. Through public workshops, neighborhood meetings, staff reports and other means, provide public information and education on local transportation conditions, behavior, issues and improvement options. Hold at least one traffic and transportation workshop annually to update the public on conditions and proposed improvements.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

C-2. Regional Transportation Funding.

Support a regional funding approach to pay for transportation improvements to transit, highway corridors, and bicycle routes and facilities by seeking a broad range of federal, state and local funds to help pay for these improvements. Use locally generated funds to leverage/match outside funding sources.

C-2a. Local Transportation Tax. To provide a dedicated funding source for needed local transportation improvements, work effectively for the passage of a Marin County transportation tax through public education, City endorsement and other means.

Responsibility: City Manager, Public Works
Timeframe: Short Term
Resources: Staff Time

C-2b. Transportation Project Grants. Work with governmental agencies, non-profits and community groups to secure grants for appropriate transportation projects.

Responsibility: Public Works,
Timeframe: Ongoing
Resources: Staff Time

C-3. Seeking Transportation Innovation.

Take a leadership role in looking for opportunities to be innovative and experiment with transportation improvements and services.

C-3a. Transportation Technology. Use the most effective technologies in managing the City's roadways and congestion. For example, support timed connections at transit hubs, and promote the use of transportation information systems.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Mitigation Fees

GOAL 13: MOBILITY FOR ALL USERS

It is the goal of San Rafael to have a diversified, cost-effective and resource-efficient transportation network that provides mobility for all users. *Our transportation system is safe and responsive to the needs of San Rafael residents, workers and visitors. It provides a range of travel options that include improved highway and roadway connections, expanded bus service, new commuter rail, smaller scale transit options responsive to special populations, and an excellent network of bikeways and pedestrian paths. Our transit and paratransit systems effectively serve a broad spectrum of users, including commuters, youth, seniors and people with disabilities. Our roadways and parking resources are efficiently managed and accommodate automobiles as well as alternative modes of transportation. San Rafael continues to monitor and limit its local congestion levels using traffic standards.*

San Rafael and Marin County residents largely rely on the single occupancy vehicle for their transportation needs. While San Rafael continues to be responsive to the needs of automobile drivers, there needs to be a greater set of alternative transportation options, or congestion will continue to grow and the quality of life will degrade as residents and workers spend more time stuck in traffic in their cars. Even if San Rafael were to stop growing entirely, surrounding communities in the region would continue to grow, and congestion will increase. As promoted by the County's *25-Year Transportation Vision for Marin County* and presented in this Element, a more diversified and resource-efficient transportation network offering expanded travel options is needed. Such a system would have less of an impact on the environment as a whole and improve residents' quality of life. The City and community should continue to work together to reduce trips, promote use of alternatives to the single occupancy automobile, reduce school commute trips, encourage employers to implement transportation demand management strategies, and to improve our transit and paratransit services.

Effectively Managing San Rafael's Roadways and Congestion

Since 1988, San Rafael has used level of service (LOS) standards applied to all signalized intersections. Standards first applied in the P.M. Peak Hours (4 - 6 p.m.) but were later also applied in the A.M. Peak Hours (7 - 9 a.m.) as part of the City's environmental review procedure. Much of the City is approaching the LOS standards limit for many intersections. In order to encourage development that would meet San Rafael's housing and economic vitality goals, even in congested areas, City policy allows for evaluation of projects that exceed LOS standards.

Also, since 1988, the City has administered a program called the Priorities Projects Procedure (PPP) that allocated development in portions of North and East San Rafael based on traffic capacity. Land Use policy LU-3 (Project Selection Process) expands and modifies the PPP program in order to allocate growth citywide and to remove the parcel-specific trip allocations. Together, the LOS standards and Project Selection Process provide the City with two powerful tools to ensure that future growth serves San Rafael well.

In addition, City policy requires that roadway improvements be planned and funded consistent with approved development. The City administers a Traffic Mitigation Fee program, adopted in 1988, that requires development to help fund needed roadway improvements.

In designing and maintaining roadways, the City must ensure that they are safe for all users. As alternative modes of transportation become more viable, their accommodation in roadway design will grow in importance. The City must also ensure that emergency vehicles can access all portions of the City. This is particularly challenging during periods when high levels of congestion tend to occur. The City therefore has a responsibility to identify alternative routes for emergency vehicles.

Roadway Design

San Rafael uses American Association of State Highway and Transpiration Officials (AASHTO) geometric designs and State and Federal standards to design roadways.

C-4. Safe Roadway Design.

Design of roadways should be safe and convenient for motor vehicles, transit, bicycles and pedestrians. Place highest priority on safety. In order to maximize safety and multimodal mobility, the City Council may determine that an intersection is exempt from the applicable intersection level of service standard where it is determined that a circulation improvement is needed for public safety considerations, including bicycle and pedestrian safety, and/or transit use improvements.

C-4a. Street Pattern and Traffic Flow. Support efforts by the City Traffic Engineer to configure or re-configure street patterns so as to improve traffic flow and turning movements in balance with safety considerations and the desire not to widen roads.

Responsibility: Public Works
Timeframe: Ongoing
Resources: General Fund

C-4b. Street Design Criteria to Support Alternative Modes. Establish street design criteria to the extent permitted by State law to support alternative transportation modes to better meet user needs and minimize conflicts between competing modes.

Responsibility: Public Works, Fire
Timeframe: Long Term
Resources: Staff Time, Grants

C-4c. Appropriate LOS Standards. At the time City Council approves a roadway improvement and safety exemption from the applicable LOS standard, the appropriate LOS will be established for the intersection.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

C-5. Traffic Level of Service Standards.

A. **Intersection LOS.** In order to ensure an effective roadway network, maintain adequate traffic levels of service (LOS) consistent with standards for signalized intersections in the A.M. and P.M. peak hours as shown below, except as provided for under (B) Arterial LOS.

Intersection Level of Service Standards, A.M. and P.M. Peak Hours

Location	LOS
Citywide, except as noted below	D
a. Downtown except as noted below	E
1. Mission Ave. and Irwin	F
b. Irwin Street and Grand Avenue between Second Street and Mission Avenue	E
c. Andersen and West Francisco	E
d. Andersen and Bellam	E
e. Freitas at Civic Center/Redwood Highway	E
f. Merrydale at Civic Center Drive	E
g. Merrydale at Las Gallinas	E

B. Arterial LOS. The City Traffic Engineer may apply arterial level of service analysis as the primary method of analysis for any proposed development project. The City Traffic Engineer will make this determination based on intersection spacing and other characteristics of the roadway system where conditions are better predicted by arterial analysis. Where arterial LOS analysis is warranted, a proposed development must be consistent with the following arterial LOS standards. If an intersection LOS is above or below the standard, the project shall be considered consistent with this policy if the arterial LOS is within the standard. The project will not be deemed consistent with this policy if the arterial LOS fails to meet the standard.

When arterial level of service is applied as the primary method of analysis for a proposed project, the project shall be deemed to be consistent with this policy if it is demonstrated that the arterial LOS standards described below are met regardless of the intersection LOS, or the project shall be deemed to be inconsistent with this policy if the arterial LOS standards are not met regardless of the intersection LOS.

Transportation Authority of Marin (TAM)

The Transportation Authority of Marin (TAM) has been designated as the Marin Congestion Management Agency (CMA), which is a Joint Powers Agency established between the County and cities to address Marin's unique transportation issues and to fulfill the legislative requirements of Propositions 111 and 116, approved in June 1990.

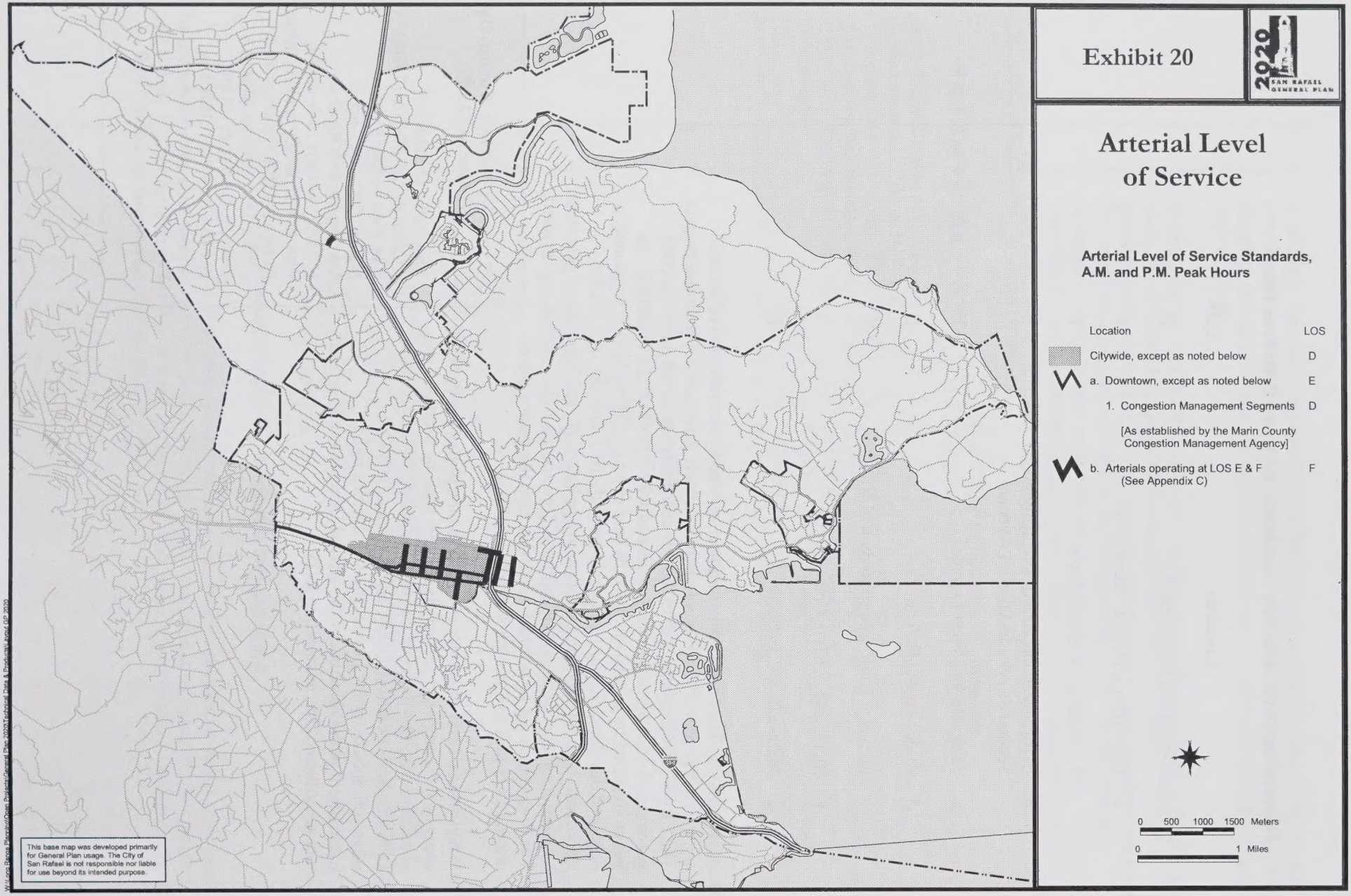


Exhibit 20
2020
SAN RAFAEL GENERAL PLAN
Arterial Level of Service
Arterial Level of Service Standards, A.M. and P.M. Peak Hours
Location
LOS
Citywide, except as noted below
D
a. Downtown, except as noted below
E
1. Congestion Management Segments
D
[As established by the Marin County Congestion Management Agency]
b. Arterials operating at LOS E & F (See Appendix C)
F
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.
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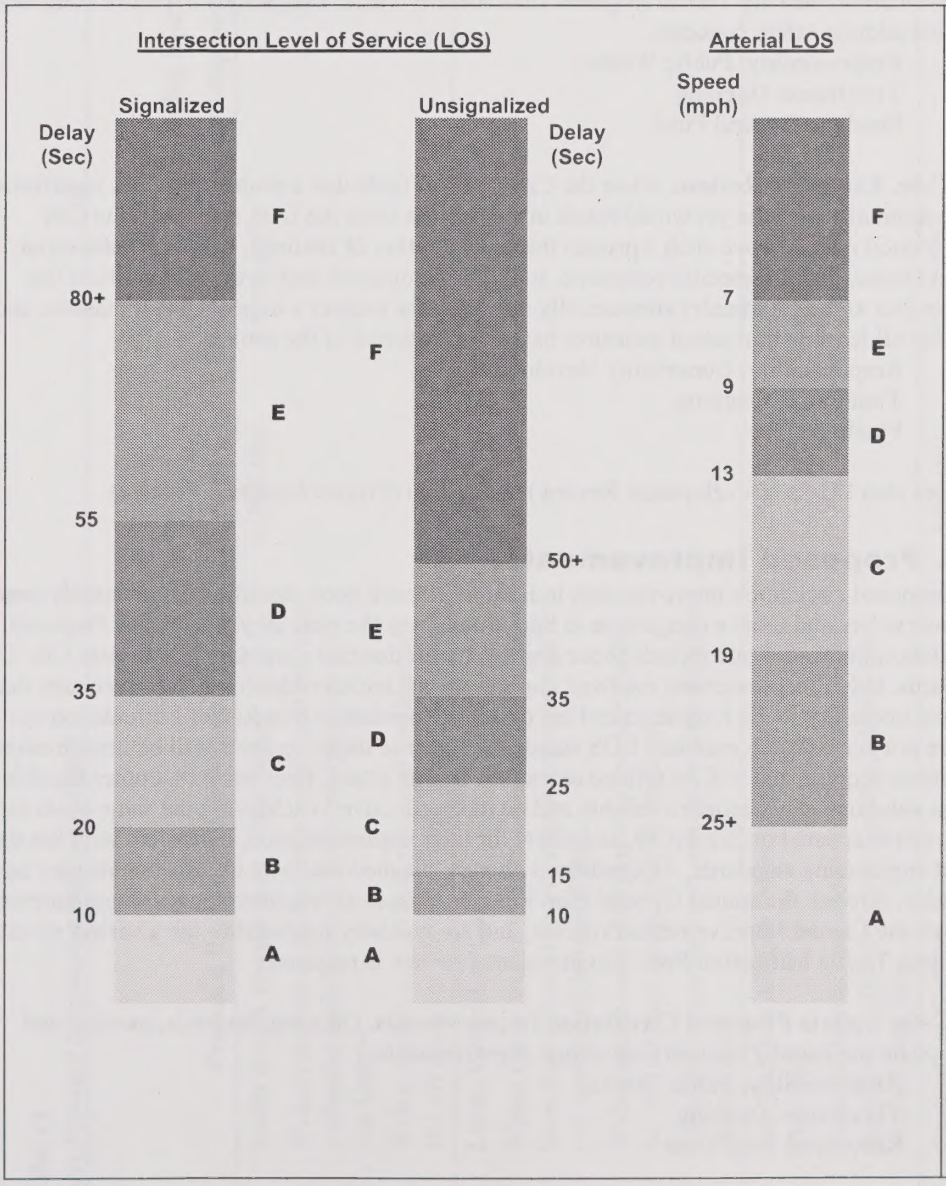
Arterial Level of Service Standards, A.M. and P.M. Peak Hours

Location	LOS
Citywide, except as noted below	D
a. Downtown except as noted below	E
Congestion Management Segments (Second, Third and Fourth Streets) (as established by the Marin County Congestion Management Agency)	D
b. Arterials operating at LOS E outside Downtown, and F (1)	F

(1) For arterials operating at LOS E outside Downtown, and F as of the date of adoption of General Plan 2020, see Appendix C.



What is Level of Service?

- Level of service (LOS) is a tool to measure operation conditions and congestion levels
- The LOS criteria and thresholds are different between unsignalized and signalized intersections, and arterials
- For unsignalized and signalized intersections, LOS is an indication of seconds of delay
- For arterial segments, LOS is an indication of travel speed and delay at intersections
- The methodology used to prepare *General Plan 2020* identified LOS levels from A to F, based on the amount of vehicle delay at a signalized intersection. The LOS levels are subject to change based on accepted traffic engineering standards.

C. **Exemptions.** Signalized intersections at Highway 101 and Interstate 580 onramps and offramps are exempt from LOS standards because delay at these locations is affected by regional traffic and not significantly impacted by local measures.

D. **Evaluation of Project Merits.** In order to balance the City's objectives to provide affordable housing, maintain a vital economy and provide desired community services with the need to manage traffic congestion, projects that would exceed the level of service standards set forth above may be approved if the City Council finds that the benefits of the project to the community outweigh the resulting traffic impacts.

C-5a. LOS Methodology. Use appropriate methodologies for calculating traffic Levels of Service, as determined by the City Traffic Engineer.

Responsibility: Public Works
Time Frame: Ongoing
Funding: General Fund

C-5b. Monitoring Traffic. To assure acceptable traffic operating standards over time, monitor traffic conditions throughout San Rafael on an ongoing basis. Based on such evaluation, the City Traffic Engineer shall identify traffic mitigations to reduce congestion and address safety concerns.

Responsibility: Public Works
Timeframe: Ongoing
Funding: General Fund

C-5c. Exception Review. When the City Council finds that a project provides significant community benefits yet would result in a deviation from the LOS standards, the City Council may approve such a project through adoption of findings, based on substantial evidence, that the specific economic, social, technological and/or other benefits of the project to the community substantially outweigh the project's impacts on circulation, and that all feasible mitigation measures have been required of the project.

Responsibility: Community Development
Timeframe: Ongoing
Funding: Fees

See also LU-2a (Development Review) and LU-3a (Project Selection Process).

C-6. Proposed Improvements.

The proposed circulation improvements in Exhibit 21 have been identified as potentially needed to improve safety and relieve congestion in San Rafael over the next 20 years. Major Proposed Circulation Improvements include those improvements deemed necessary to maintain City LOS standards. Other recommended roadway improvements, include additional improvements that may become necessary in the long-term and are desirable to enhance San Rafael's circulation system, but are not necessary to maintain LOS standards. Specific improvements will be implemented as conditions require, and will be refined during the design phase. Recognize that other feasible design solutions may become available and be more effective in achieving the same goals as the improvements listed in Exhibit 19, and allow for their implementation, consistent with the most recent engineering standards. As conditions change, planned roadway improvements may be amended, through the annual General Plan Review. Roadway improvements are implemented through the Capital Improvements Program, and are typically funded through a variety of sources, including Traffic Mitigation Fees. Environmental review is required.

C-6a. Update Proposed Circulation Improvements. On a regular basis, monitor and update the list of Proposed Circulation Improvements.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

Exhibit 21
Major Planned Circulation Improvements [a]

	Proposed Roadway Improvements	Projected Cost	Funding Source			Projected Project Timing (b)
			Mitigation Fee	Redevelopment	State & Federal	
1	**Smith Ranch Road/Lucas Valley Road** Widen roadway to provide two westbound and two eastbound lanes between Redwood Highway and Los Gamos. Widen northbound 101 off ramp and southbound 101 off ramp for additional right and left turn lanes.	$4,000,000	$4,000,000			Depends On Development Timing
2	**Lucas Valley/Los Gamos** Widen Lucas Valley Road to provide two through lanes for eastbound and westbound, and provide two westbound left turn lanes. Widen southbound Los Gamos to provide 2 lanes for 300 feet and merge back to one lane. Signalize intersection and coordinate with adjacent intersections.	$2,000,000	$2,000,000			Depends On Development Timing
3	**Las Gallinas Avenue (Merrydale to Del Presidio)** Remove parking and widen street to provide four lanes (one southbound, two northbound and one two-way left turn).	$300,000	$300,000			Depends On Development Timing
4	**Freitas/Las Gallinas** Upgrade the traffic signal system and operation. Improve intersection geometry, cover portions of drainage ditch	$650,000	$650,000			5-7 years
5	**Freitas/Del Presidio** Explore feasibility of double northbound right turn and southbound 101 on ramp widening	$900,000	$900,000			Depends On Development Timing
6	**Freitas/ Northbound 101 Ramps- Redwood-Civic Center widening and signalization.** Right of Way Required.	$7,500,000	$7,500,000			Depends On Development Timing

	Proposed Roadway Improvements	Projected Cost	Funding Source: Mitigation Fee	Funding Source: Redevelopment	Funding Source: State & Federal	Projected Project Timing (b)
7	**Grand Avenue (south of Grand Avenue bridge to Fourth Street)**					
	Widen north/south, add one lane as required, and upgrade traffic signal system. Requires right of way and major bridge widening.	$6,500,000	$3,250,000	$3,250,000		Depends On Development Timing
	Signalize Grand/ Fifth, and restrict parking to provide turn lanes.	$200,000	$200,000			5-7 years
	Signalize Grand/ Mission, and restrict parking to provide turn lanes.	$200,000	$200,000			5-7 years
8	**Francisco Blvd. East (Bellam to Grand Avenue Bridge)**					
	Four lanes required. One southbound, one two-way left turn and two northbound lanes. Major right of way required.	$10,000,000	$5,000,000	$5,000,000		Depends On Development Timing
	Signalize Francisco Blvd. East/Harbor.	$200,000	$200,000			5-7 years
9	**Lincoln Avenue (Second Street to southbound 101 ramps - Hammondale or as required)**					
	Extend the existing PM peak northbound Tow-Away zone for AM peak as well (four lanes may be required). This parking restriction is likely to be extended north toward the southbound 101 ramps.	$400,000	$400,000			3-5 years
	Signalize Lincoln/ Grand, and restrict parking to provide turn lanes.	$200,000	$200,000			3-5 years
10	**Mission/Lincoln**	$4,000,000	$4,000,000			Depends On Development Timing
	Provide additional lanes for northbound, and westbound; upgrade traffic signal system, requires right of way.					
11	**Fourth Street (Miracle Mile)**	$450,000	$450,000			5-7years
	Re-align Ross Valley and Santa Margarita and re-design intersection operation. LOS may deteriorate but community access will be provided.					
	Additional Signalization					
12	Signalize Fifth & H Street, and restrict parking to provide turn lanes.	$100,000	$100,000			3 years

	Proposed Roadway Improvements	Projected Cost	Funding Source			Projected Project Timing (b)
			Mitigation Fee	Redevelopment	State & Federal	
13	Signalize First/C Street, and restrict parking to provide turn lanes.	$150,000	$150,000			3 years
14	Signalize First/ D Street, and restrict parking to provide turn lanes.	$150,000	$150,000			3 years
15	Signalize Fourth/Union Street, and restrict parking to provide turn lanes.	$200,000	$200,000			Depends On Development Timing
16	Signalize or Roundabout Mission/Court Street.	$200,000	$100,000	$100,000		Depends On Development Timing
17	Signalize Merrydale/Southbound 101 Ramps, and provide turn lanes.	$250,000	$250,000			5-7years
18	Signalize Lincoln/DuBois/Irwin and re-align intersection. Right of way required.	$2,500,000		$2,500,000		Depends On Development Timing
19	**Third/Union Street** Widen Union Street to provide 4 lanes between Third and Fourth. Fire Station 4 modification required. Reconfigure Third/Union eastbound left turn pocket. Provide westbound right turn pocket. Upgrade the traffic signal system and operation.	$900,000	$900,000			2 years
20	**Kerner Blvd or Francisco Blvd. East. To Andersen Drive Undercrossing** Provide a minimum 3-lane connector near Shoreline Parkway. Signalize at both ends.	$8,000,000	$4,000,000	$4,000,000		Depends On Development Timing
21	**Andersen /East Sir Francis Drake-eastbound 580 Ramps** Major widening and signalization.	$2,000,000	$500,000	$500,000	$1,000,000	5-7 years
22	**Upgrade traffic signal system.**	$3,000,000	$1,500,000		$1,500,000	7 years
23	**Install traffic monitoring sensors and camera system.**	$1,000,000	$500,000		$500,000	7 years
24	**Install Fiber Optic network throughout the traffic system.**	$2,000,000	$1,000,000		$1,000,000	7 years
	Sub Total	**$57,950,000**	**$38,600,000**	**$15,350,000**	**$4,000,000**	

	Proposed Roadway Improvements	Projected Cost	Funding Source: Mitigation Fee	Redevelopment	State & Federal	Projected Project Timing (b)
	Other Projects	**Projected Cost**	**City Funds**	**Redevelopment**	**State & Federal**	
25	Implement Bicycle and Pedestrian Master Plan	$5,300,000	$2,650,000		$2,650,000	7-20 years
26	Pedestrian bridge at Third/Hetherton – GGT Transportation Center	$2,000,000	$500,000	$500,000	$1,000,000	Depends On SMART, 10-20 years
27	Pedestrian bridge to connect Canal to Andersen Drive/Downtown.	$4,500,000	$1,125,000	$1,125,000	$2,250,000	10-20 years
28	Pedestrian bridge to connect Canal to Montecito Shopping Center.	$4,000,000	$1,000,000	$1,000,000	$2,000,000	10-20 years
29	Freitas / Northbound 101 Ramps - Redwood-Civic Center or a new flyover from Civic Center Dr. to Freitas.	$12,000,000	$6,000,000		$6,000,000	Depends On Development Timing
30	Second Street (from E Street to east side of A Street). The projected volume requires right turn lanes or through/right lanes be added in the long term. Right of way required.	$6,000,000	$1,500,000	$3,000,000	$1,500,000	10-20 years
31	Pedestrian bridge over Canal between the Canal and Montecito/Happy Valley neighborhoods.	$4,000,000	$1,000,000	$2,000,000	$1,000,000	10-20 years
32	North San Rafael Promenade	$2,000,000	$1,000,000		$1,000,000	10-20 years
	Sub Total Other Projects	**$39,800,000**	**$14,775,000**	**$7,625,000**	**$17,400,000**	
	Grand Total Project Cost	**$97,750,000**				

(a) Priorities for circulation improvements are set in the Capital Improvements Program. This list may be amended as part of the five-year General Plan update.

(b) The timing for the improvements depends on the size, type and phasing of additional development. Policies LU-2 (Development Timing) requires findings when project-related traffic will not cause the LOS to be exceeded, and LU-3 (Project Selection Process) continues to prioritize development projects where traffic capacity is limited.

Source: San Rafael Public Works Department

C-7. Circulation Improvements Funding.

Take a strong advocacy role in securing funding for planned circulation improvements. Continue to seek comprehensive funding that includes Federal, State, County, and Redevelopment funding, Local Traffic Mitigation Fees, and Assessment Districts. The local development projects' share of responsibility to fund improvements is based on: (1) the generation of additional traffic that creates the need for the improvement; (2) the improvement's role in the overall traffic network; (3) the probability of securing funding from alternative sources; and (4) the timing of the improvement.

C-7a. Traffic Mitigation Fees. Continue to implement and periodically update the City's Traffic Mitigation Program.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-7b. Circulation Improvements. Seek funding for and construct circulation improvements needed for safety, to improve circulation, or to maintain traffic level of service.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Capital Improvements, Grants, CMA, MTC, State and Federal funding

See LU-2a (Development Review).

C-8. Eliminating and Shifting Peak Hour Trips.

Support efforts to limit traffic congestion through eliminating low occupancy auto trips or shifting peak hour trips to off-peak hours. Possible means include telecommuting, walking and bicycling, flexible work schedules, car and vanpooling and other Transportation Demand Management approaches.

See Programs C-13a (School Transportation) C-11a (Car and Vanpooling), C-12a (Regional Support for TDM), C-12b (City Support for TDM) and C-12c (City TDM Program).

C-9. Access for Emergency Services.

Provide safe routes for emergency vehicle access so that that emergency services can be delivered when Highway 101 or 580 are closed or congested with traffic.

C-9a. Highway Closures. Develop, and update as necessary, an emergency contingency plan that addresses highway closure events.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

C-9b. Roadway Monitoring. Support local traffic monitoring and control approaches, such as closed-circuit cameras and high-tech traffic signal systems that can be used to relieve congestion around incident sites or support emergency vehicle access.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See S-32a (Safe Buildings) and S-36a (Emergency Connectors).

Expanding Alternatives to the Single Occupant Automobile for Local and Regional Mobility

The single occupant vehicle is the dominant form of travel in San Rafael and Marin County as a whole, accounting for 65-75 percent of the average commuter mode share. If congestion levels are to be kept at current or lower levels, the City, County and community as a whole need to do what they can to reduce trips and encourage use of alternatives to the single occupancy automobile. The County concludes in its *25-Year Transportation Vision for Marin County* that expanding transportation choice is the only realistic way to manage congestion and improve mobility.

How can San Rafael's residents be inspired to reduce automobile trips and make more trips by alternative modes?

- Land use changes that allow people to live closer to shops and places of work to promote walking, rather than driving, for daily needs.
- Transportation Demand Management (TDM) programs create incentives for changing travel behavior, and can be administered on a mandatory or voluntary basis by employers. The box below provides a range of tools that could be used. Carpooling is already relatively successful in San Rafael (with a 12 percent commute mode share in 2000). Some tools may not seem appropriate in 2003 in San Rafael but could become effective tools in the future.
- The Safe Routes to School program and related efforts are beginning to change school commute behavior in participating schools and should be actively supported. County and City studies have found that 21 percent of a.m. peak hour trips are due to school commute trips, and that 75 percent of students arrive at school by car.

C-10. Alternative Transportation Mode Projects.

Encourage and support projects, such as the Highway 101 High Occupancy Vehicle Gap Closure Project, that benefit alternatives to the single occupant automobile.

C-10a. Advocating Alternative Mode Projects. Through the City's participation in the CMA and other regional transportation agencies, advocate for innovative and alternative transportation projects that will reduce single occupancy vehicle use.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-11. Alternative Transportation Mode Users.

Encourage and promote individuals to use alternative modes of transportation, such as regional and local transit, carpooling, bicycling, walking and use of low-impact alternative vehicles. Support development of programs that provide incentives for individuals to choose alternative modes.

C-11a. Car and Vanpooling. Support car and vanpooling in San Rafael through programs such as the regional "RIDES for Bay Area Commuters" program, which matches riders interested in car or vanpooling.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-11b. Car Sharing. Support efforts to organize and run car-sharing programs in San Rafael.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-11c. Low-Impact Alternative Vehicles. Encourage the use of street-legal alternative vehicles that minimize impacts on the environment. Investigate new technology regarding electric vehicles and cleaner burning combustion vehicles. To support this program, encourage the development of alternative fuel infrastructure (for instance, electric plug-ins) in parking facilities and other key locations around the City as well as, when cost-effective, include electric, hybrid, or alternative fuel vehicles in the City fleet.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-11d. Bike to Work Day. Encourage City employees, other San Rafael workers and residents to participate in Bike to Work Days and similar programs and provide support services for the program.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-11e. Reduction of Single Occupancy Vehicles. Encourage developers of new projects in San Rafael, including City projects, to provide improvements that reduce the use of single occupancy vehicles. These improvements could include preferential parking spaces for car pools, bicycle storage and parking facilities, and bus stop shelters.

Responsibility: Community Development, Public Works
Timeframe: Short Term
Resources: Fees

See H-22a (Higher Density Infill Housing Near Transit) and C-17a (SMART).

Transportation Demand Management Tools

TDM programs are generally administered by large employers, both public and private. Groups of smaller employers can combine forces to offer program benefits. The following tools are designed to create incentives for using modes other than the single occupancy auto. Benefits include reduced congestion, parking needs, and emissions, and, potentially, healthier workers:

Examples of TDM tools include:

- Bicycling incentive programs, such as free bikes, secure parking, restrooms and showers.
- Projects to improve the comfort and safety of pedestrians.
- Telecommuting and flexible work hours.
- Carpool/vanpool use incentives, such as ride-matching services, at-cost fuel, and priority parking.
- Bus/rail use incentives, such as subsidies.
- Express shuttles to connect workers with other commute modes and provide lunchtime service to activity centers.
- Guaranteed Ride Home programs.
- On-site cafeterias, child-care facilities, and concierge services for employees.
- Promotion of pedal cab and bicycle delivery systems.
- Low emission vehicle fleets with fueling or charging stations and preferential parking.
- Public education, ridesharing and promotion information.
- On-site employee housing to encourage walking to work.

C-12. Transportation Demand Management.

Work cooperatively with governmental agencies, non-profits, businesses, institutions and residential neighborhoods to create new and effective Transportation Demand Management (TDM) programs to minimize single occupancy automobile use and peak period traffic demand.

C-12a. Regional Support for TDM. Support regional efforts to work with employers to provide TDM programs.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-12b. City Support for TDM. Serve as a resource to employers wishing to implement TDM by providing information through printed materials, workshops and other means. Encourage smaller employers to "pool" resources to create effective TDM programs.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

C-12c. City TDM Program. Identify cost-effective City of San Rafael TDM programs for City employees. Consider approaches taken by the County in its Employee Commute Alternative Program.

Responsibility: Public Works, Community Development
Timeframe: Long Term
Resources: Staff Time, Grants

C-13. School-Related Automobile Traffic.

Actively encourage public and private schools to implement trip reduction programs and reduce congestion caused by commuting students and staff.

C-13a. School Transportation. Actively support efforts to improve transportation options for students and reduce school-related traffic congestion. Examples include advocating for funding for the Safe Routes to Schools program, encouraging transit providers to offer free passes or awards to students to use transit, supporting increased funding of school buses and crossing guards, and staggering school hours.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Grants

C-13b. TDM for Schools. Require TDM programs for new or expanded private schools.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

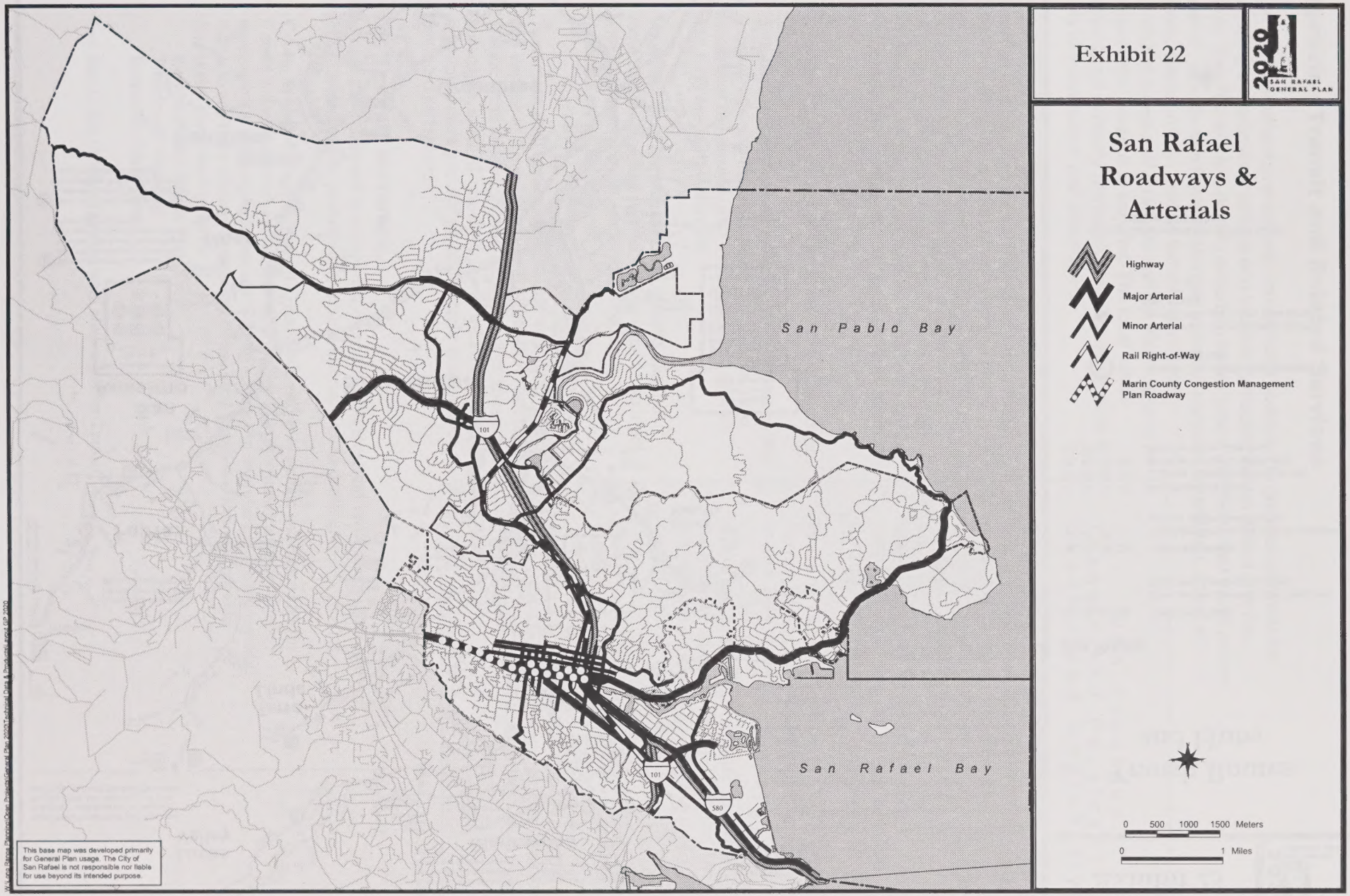


Exhibit 22
2020
SAN RAFAEL GENERAL PLAN
San Rafael Roadways & Arterials
Highway
Major Arterial
Minor Arterial
Rail Right-of-Way
Marin County Congestion Management Plan Roadway
San Pablo Bay
San Rafael Bay
101
101
580
0 500 1000 1500 Meters
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This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

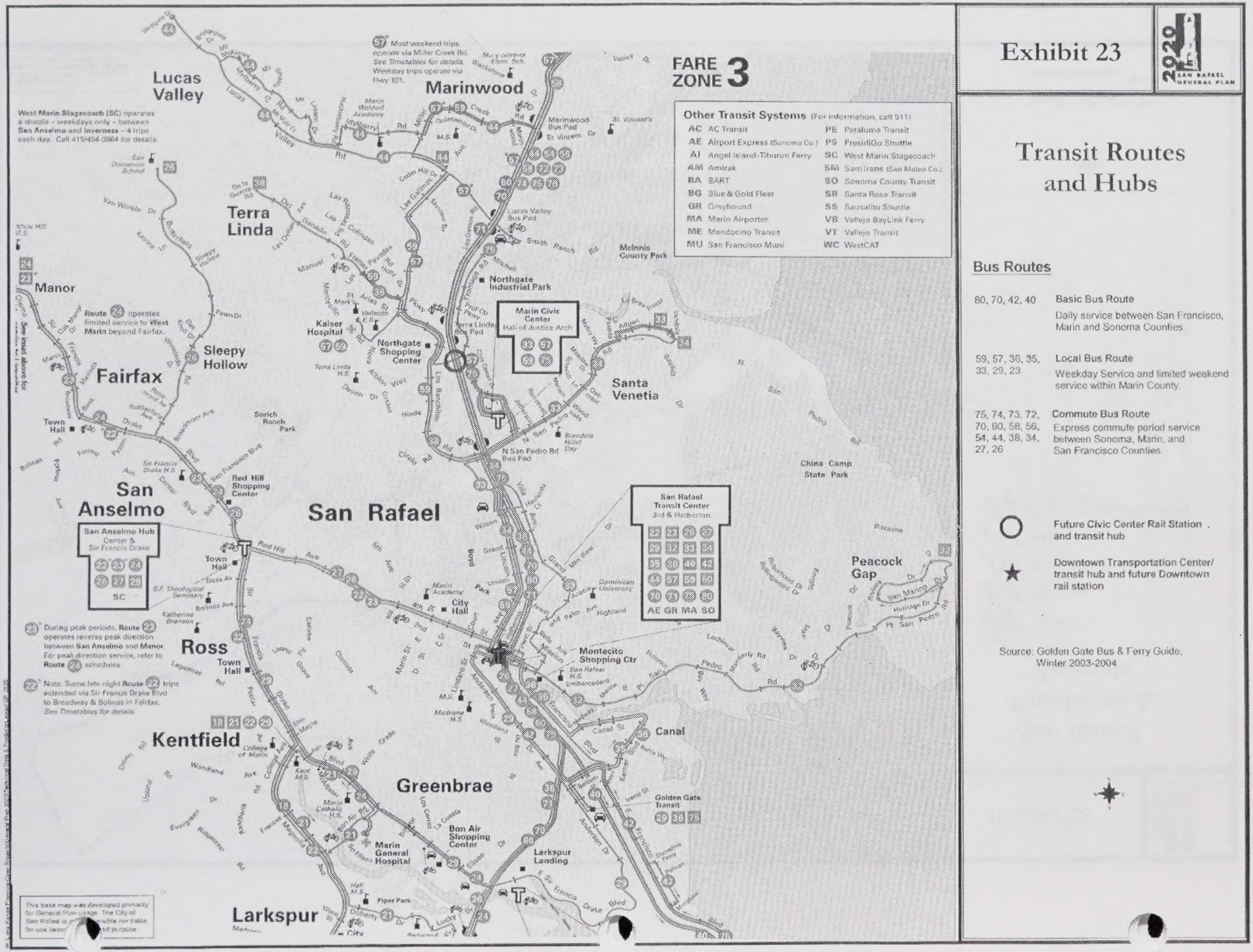


Exhibit 23

2020 SAN RAFAEL GENERAL PLAN

Transit Routes and Hubs

Bus Routes

80, 70, 42, 40	**Basic Bus Route** Daily service between San Francisco, Marin and Sonoma Counties
59, 57, 36, 35, 33, 29, 23	**Local Bus Route** Weekday Service and limited weekend service within Marin County.
75, 74, 73, 72, 70, 60, 58, 56, 54, 44, 38, 34, 27, 26	**Commute Bus Route** Express commute period service between Sonoma, Marin, and San Francisco Counties

○ Future Civic Center Rail Station and transit hub

★ Downtown Transportation Center/ transit hub and future Downtown rail station

Source: Golden Gate Bus & Ferry Guide, Winter 2003-2004

Improving Transit and Related Services

Of all the alternative travel options, transit holds perhaps the greatest potential for expanding transportation options and increasing mobility in San Rafael and the county. San Rafael's low-density suburban development and dispersed travel pattern, however, provide significant challenges to transit planners. In addition, a lack of regional transportation funding further restricts the potential of transit until a reliable and significant source of transportation revenue is secured. The local transit system is not currently competitive with the automobile in terms of convenience and accessibility.

Land use policies that support transit use are essential in supporting and planning for transit use. Locating higher density mixed use development with housing along transit lines reduces the need for automobiles and encourages transit use. Working with surrounding communities and regional transportation planning and transit providers to plan for responsive transit services is also essential. Key transit service improvements needed include:

- Ongoing dissemination of transit services information.
- Improved regional transit service to include expanded express bus and transbay basic bus service, new commuter rail service, and expanded ferry service and ferry feeder bus service.
- Improved local transit service to include expanded local bus service and new shuttle service to connect with rail service, local employers and other destinations as feasible.
- Two intermodal commuter hubs, centering on rail and bus service in Downtown and in North San Rafael. Transit hubs should provide a high level of passenger amenities, such as real-time transit information, safe and convenient pedestrian and bicycle access and secure bike parking.

Who Provides Transit and Paratransit Locally and Regionally?

Golden Gate Bridge, Highway and Transportation District (GGBHTD) provides regional and local bus service, as well as ferry service from Larkspur to San Francisco.

Marin County Transit District (MCTD) provides local bus service through a contract with GGBHTD.

Water Transit Authority (WTA) was formed to plan expanded ferry service in the Bay Area.

Sonoma Marin Area Rail Transit Authority (SMART) was formed in 2003 to plan and provide north/south commute rail service.

Greyhound Bus provides national bus service.

Marin and Sonoma Airporter provide bus and shuttle service to the Oakland and San Francisco Airports.

C-14. Transit Network.

Encourage the continued development of a safe, efficient, and reliable regional and local transit network to provide convenient alternatives to driving.

C-14a. Transit Network. Support Countywide efforts to sustain and expand Marin County's transit network. Work with neighborhoods, employers, transit providers, transportation planning agencies and funding agencies to improve and expand regional transit to and from adjacent counties, increase local transit services, and provide responsive paratransit services.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See also H-22a (Higher Density Infill Housing Near Transit).

C-15. Transit Needs.

Support efforts to track, understand and respond to changing transit and paratransit needs in order to meet the requirements of specific population groups including, but not limited to, elders, youth, persons with disabilities, persons with limited economic means, residents of specific neighborhoods, employers and visitors to the region. Advocate for meaningful public participation in meetings and discussions with transit providers, and ensure that the needs of those in the community who are transit-dependent are well represented.

C-15a. Transit Needs. Work with transit providers to identify underserved neighborhoods and population groups and advocate for expanded service in those areas and populations.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

C-15b. City Survey of Transit Needs. In City-sponsored surveys of residents, seek transit satisfaction levels when appropriate and feasible.

Responsibility: Management Services, Public Works
Timeframe: Ongoing
Resources: Staff Time

C-15c. Transit for Tourism. Support efforts to provide and promote effective transit options for visitors to West Marin and other County tourist destinations, in order to reduce regional traffic flow through San Rafael.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

The Bettini Transportation Center is a multimodal transit hub with services connecting San Rafael to San Francisco, the East Bay, and the North Bay.

C-16. Transit Information.

Encourage the development and dissemination of local and regional transit information to facilitate greater use of transit systems. This includes service, educational and promotional information. Support efforts to provide transit information in languages other than English as needed.

C-16a. Transit Information Dissemination. Encourage development and distribution of transit information through printed materials, kiosks, web sites, radio and television broadcasts, and other means. Provide transit information on the City's website, at City offices open to the public and through other dissemination means. Include transit access information on City meeting notices and in notices for City-permitted events, and encourage merchants to provide transit information in their advertisements and in their places of business.

Responsibility: Public Works, Community Development, City Manager, Library
Timeframe: Ongoing
Resources: Staff Time

C-17. Regional Transit Options.

Encourage expansion of existing regional transit connecting Marin with adjacent counties, including basic service, express bus service, new commuter rail service, and ferry service.

Regional Bus Service. Encourage expansion of regional bus service to and from Sonoma, San Francisco, Contra Costa and Alameda Counties. Support efforts to increase the frequency of service, and expand express bus service along the 101 corridor to connect with major employers.

Commuter Rail: Encourage development and use of a viable commuter rail service through San Rafael operating on the Sonoma Marin Area Rail Transit (SMART) right-of-way. Though SMART service will initially have its southern termination point Downtown, encourage efforts to ultimately connect it with ferry service to San Francisco.

Ferry Service: Support efforts to improve and expand ferry service, and provide efficient connections to the ferry via other transportation modes.

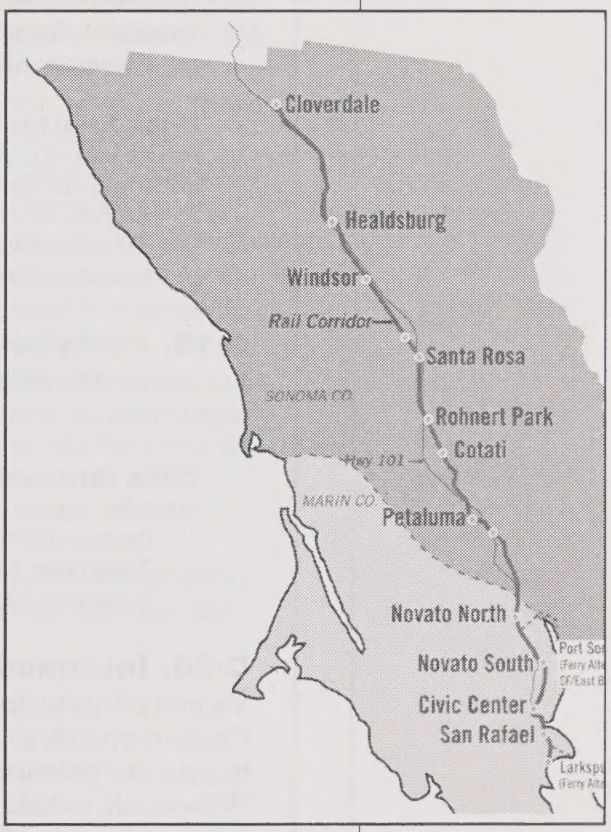
Airporter Service: Support continued regional dedicated bus and shuttle service to and from the San Francisco and Oakland International Airports.

Other Regional Transit: Support continued Greyhound Bus service and other similar services that may develop.

C-17a. SMART. Should voters approve funding of SMART commuter service, support the following design features within San Rafael:

1. Establish stations in Downtown and in the Civic Center that will serve as multi-modal commuter transit hubs.
2. Design stations and rail crossings safe for pedestrians and with minimal impacts on roadway traffic.
3. Support crossings at-grade through Downtown and strongly advocate for trains that are of a length that they avoid blocking traffic at an intersection.
4. Ensure that new development adjacent to the rail line is set back a safe distance and adequately attenuates noise.
5. Encourage high-density transit-oriented development in the vicinity of the rail stations.
6. Include noise mitigation as described in policy N-9 (Sonoma Marin Area Rail Transit).
7. Provide a north/south bike/pedestrian path on or adjacent to the railroad right-of-way.

   Responsibility: Public Works, Community Development
   Timeframe: Ongoing
   Resources: Staff Time



The SMART rail line will run from San Rafael to Cloverdale, with plans for a connection to Larkspur Ferry Terminal as well.

C-17b. SMART Right-of-Way. Encourage identification of alternative and interim uses of the SMART right-of-way pending development of rail service. Should voters not approve funding for rail service, actively pursue alternative uses including, potentially, pedestrian, bicycle and express bus use.

Responsibility: Public Works, Community Development
Timeframe: Long Term
Resources: Staff Time

C-17c. Ferry Terminals. Support creation of a ferry terminal at an environmentally appropriate location north of San Rafael, near Highway 37 and Petaluma River, offering service to San Francisco, in order to reduce regional commute traffic passing through Marin on Highway 101. In addition, support efforts to re-locate the Larkspur Landing Ferry Terminal to San Quentin in order to shorten the Ferry commute distance to San Francisco.

Responsibility: Public Works, Community Development
Timeframe: Long Term
Resources: Staff Time

See N-8 (Sonoma Marin Area Rail Transit).

C-18. Local Transit Options.

Support improvement and expansion of local transit options including local bus, shuttle and taxi services.

a. **Local Bus Service.** Support efforts to improve bus routing, frequency and stop amenities to meet local needs.
b. **Local Shuttles.** Support efforts to create shuttle services as they become feasible to serve specialized populations and areas of San Rafael. If rail service is developed, support shuttle service connections between rail stations and major employers.
c. **Other Local Transit.** Support Dial-A-Ride and taxi services serving San Rafael.

C-18a. Improved Bus Stops. Continue to support efforts to improve bus stops to provide a safe and convenient experience for riders. Allow commercial advertising to fund bus stop upgrades and maintenance.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

C-18b. Local Shuttle Program. Should there be an increase in density in a potential service area or implementation of the SMART rail line, and if funding becomes available, investigate the feasibility of a local shuttle program to serve San Rafael.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

C-19. Paratransit Options.

Encourage expansion of paratransit services as needed to serve specialized populations including seniors and persons with disabilities.

C-19a. Paratransit Service. Support continued Whistlestop Wheels service, and support expanded regional paratransit services where needed.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

C-20. Intermodal Transit Hubs.

Support efforts to develop intermodal transit hubs in Downtown and at the Civic Center to provide convenient and safe connections and support for bus, rail, shuttle, bicycle, and pedestrian users, as well as automobile drivers using transit services. Hubs should include secure bicycle parking and efficient drop-off and pick-up areas without adversely affecting surrounding traffic flow.

C-20a. Transit Hubs. Work with Marin County, the Marin County Transit District, SMART Commission, the Golden Gate Bridge Transportation District, and other regional agencies to ensure that intermodal transit hubs are designed to be convenient and safe for San Rafael users.

Responsibility: Public Works, Community Development
Timeframe: Short Term
Resources: Staff Time

See Exhibit 23 for information about transit routes and transit hubs.

GOAL 14: A SAFE AND EFFICIENT STREET SYSTEM

It is the goal of San Rafael to have a safe and efficient street system that minimizes impacts on residential neighborhoods. *Our local streets are safe and attractive, and our neighborhoods are protected from outside traffic impacts, such as commuter speeding, through our use of innovative traffic calming techniques.*

One key factor in protecting residential neighborhood quality of life is ensuring street safety. As congestion increases on our regional roadways, some commuters seek alternative routes through adjacent neighborhoods. In response, neighborhoods seek City assistance in reducing the impacts of increased traffic and speeds. Neighborhood traffic calming techniques seek to improve vehicular flow and safety by installing traffic control devices, increasing enforcement and promoting public awareness of traffic safety problems and potential solutions. Traffic control devices, such as revised speed limits, stop signs, speed humps, curb bulbs and roundabouts, have been used effectively in communities to reduce speeds and increase safety. The City Council has adopted a "Speed Hump Installation Policy" establishing specific criteria for street conditions warranting speed hump installation. The Council also has adopted a "Multi-Way Stop Installation Policy" establishing criteria for intersections warranting a multi-way stop. These policies provide guidance to the City Traffic Engineer in determining whether these control devices should be recommended. The City's Traffic Coordinating Committee evaluates community requests for such devices.

Another key factor contributing to the quality of life of San Rafael's neighborhoods is street design. Street trees and other landscaping, small public spaces and public art can create attractive design themes unifying the appearance of a street.

The Neighborhoods Element includes other neighborhood-specific policies pertaining to the safety and appearance of residential streets that supplement those presented below.

C-21. Residential Traffic Calming.

Protect residential areas from the effects of traffic from outside the neighborhood by continuing to evaluate and construct neighborhood traffic calming solutions as appropriate such as speed humps, bulb outs, speed limits, stop signs and roundabouts. Ensure that traffic calming approaches do not conflict with emergency response.

C-21a. Traffic Calming Program. Maintain a neighborhood traffic calming program under the direction of the City Traffic Engineer, and seek funding for its implementation. Ensure neighborhood participation in the development and evaluation of potential traffic calming solutions.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Contributions, Staff Time

See also CD-9a (Corridor Design Guidelines).

C-22. Attractive Roadway Design.

Design roadway projects to be attractive and, where possible, to include trees, landscape buffer areas, public art, integration of public spaces and other visual enhancements. Emphasize tree planting and landscaping along all streets.

A Public Works crew installs a speed hump to slow neighborhood traffic.

C-22a. Native Plants Along Roadways. Continue to regularly remove non-native invasive plants along roadways, and to encourage attractive native plantings.
Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See LU-2a (Development Review), CD-9a (Corridor Design Guidelines), CD-9b (Right-of-Way Landscaping), I-8b (Street Trees for New Development).

GOAL 15: CONNECTIONS BETWEEN NEIGHBORHOODS

It is the goal of San Rafael to have convenient connections between neighborhoods. *Our neighborhoods are conveniently and directly connected to one another and to activity centers. The daily life of our residents is enhanced because they are more easily able to reach workplaces, schools, shopping, and recreation areas by foot, bike or transit.*

San Rafael's topography, highways, and street layout have worked together over time to isolate some neighborhoods from others. Highway 101 contributes to this significantly by bisecting the city, east from west. Improved connections within and between neighborhoods are needed to increase mobility on foot, by bicycle and by transit.

Examples of neighborhoods with poor connections between them that would benefit from future projects include the Canal Neighborhood with Montecito, Terra Linda with the Civic Center and Terra Linda with Downtown. In the recent past, better connections have been achieved in some areas through projects such as the Merrydale Overcrossing, the Lincoln/Los Ranchitos connector and the Andersen extension. A key opportunity for improving east-west connections within the city occurs when highway interchanges are improved. In addition, the 2002 *Bicycle and Pedestrian Master Plan*, briefly summarized in the next section, outlines specific routes that will contribute to better connecting neighborhoods within San Rafael and routes that will improve connections to surrounding communities.

C-23. Connections Between Neighborhoods and with Adjoining Communities.

Identify opportunities to improve pedestrian, bicycle and transit connections between San Rafael neighborhoods and between San Rafael and adjacent communities.

C-23a. Better Signage. As opportunities arise, provide better signage, consistent with the *Bicycle/Pedestrian Master Plan* for bicycle, pedestrian and transit routes to identify pathways between neighborhoods and other communities.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Capital Improvement Program

See also LU-2a (Development Review) and S-36a (Emergency Connectors).

C-24. Connections Between Neighborhoods and Activity Centers.

Seek opportunities to increase connectivity between San Rafael neighborhoods and activity centers.

C-24a. North San Rafael Promenade. Support the creation of a promenade that connects the Terra Linda Shopping Center and Community Center to the Marin Civic Center as described in the *North San Rafael Vision Promenade Conceptual Plan.* Require sections to be built in conjunction with new development along the Promenade route. Work with community groups to seek funding for improvements in the public right-of-way, and for recreational facilities consistent with the Capital Improvements program.

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Staff Time, Grants, Donations

C-24b. Canal Crossing. Seek a pedestrian and bicycle crossing over the Canal to better link the Canal neighborhood with schools, shopping and other services.

Responsibility: Public Works, Community Development
Timeframe: Long Term
Resources: Capital Improvement Program, Grants

C-24c. Access between Downtown and Canal/Montecito Neighborhoods. Seek improved pedestrian and bicycle access from Downtown, under Highway 101, to the Montecito and Canal neighborhoods, particularly from the Transit Center to the Montecito Shopping Center and Grand Avenue.

Responsibility: Public Works, Community Development
Timeframe: Long Term
Resources: Capital Improvement Program, Grants

See N-83 (Canal Access), NH-92 (North San Rafael Promenade), NH-139 (Pedestrian and Bicycle Safety and Accessibility), NH-133 (Northgate Mall) and NH-161 (Terra Linda Shopping Center).

C-25. Meeting Local Circulation Needs Around Highway Interchanges.

Work with appropriate agencies to address local circulation needs for all modes when freeway improvements are planned and constructed.

C-25a. Highway Bus Stops. As interchange improvement projects along Highway 101 and Interstate 580 are in the planning and construction stages, work closely with appropriate agencies and the community to identify ways to improve drop-off parking at bus stops and bicycle and pedestrian access over or under 101 and 580.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Staff Time

GOAL 16: BIKEWAYS

It is the goal of San Rafael to have safe, convenient and attractive bikeways and amenities. *Bicycling has become an integral part of daily life for many San Rafael citizens. The city features an extensive bikeway system, nested within the larger countywide system, which connects riders with neighborhoods, activity centers, transit stops and surrounding communities. Bicycling is well supported by visible route signage, extensive bike parking, convenient transit connections, and public education programs promoting biking and bike safety.*

The City Council adopted the *San Rafael Bicycle and Pedestrian Master Plan* in 2002. As one of its primary goals, the Plan strives to make San Rafael a model community for alternative transportation, aiming for a 20 percent mode share of all utilitarian trips to be made by bike or on foot in the year 2020. The Plan strives to make the bicycle an integral part of daily life in San Rafael, particularly for trips of less than five miles, by implementing and maintaining a bikeway network, providing end-of-trip facilities, improving bicycle/transit integration, encouraging bicycle use, and making bicycling safer.

The Plan proposes a number of new bicycle connections, including both north-south and east-west routes and including routes that connect San Rafael with other communities. It also promotes safe biking to schools, educational programs, considering bikeway improvements when planning all transportation projects, routine maintenance of bikeway facilities, upgraded and expanded bicycle parking facilities and other support facilities such as showers and restrooms. Finally, it recommends seeking funding through regional, State, and Federal programs, and coordinating with other jurisdictions when seeking funding.

The County adopted the *Marin County Unincorporated Area Bicycle and Pedestrian Master Plan* in 2000. The County's Plan also promotes increasing the mode share of bicycle and pedestrian trips to 20 percent by 2020.

San Rafael Bicycle and Pedestrian Master Plan

The "Bike/Ped Plan" identifies short-term priority projects (1 – 5 years), medium-term projects (1 – 10 years), and long-term projects (1 – 20 years).

Example projects include a north/south connector along the SMART rail line (as feasible), a north/south connector to Larkspur through the Larkspur tunnel, sidewalk gaps and the Bay Trail, an overcrossing from the Canal to the west side of Highway 101 and a bridge from the Canal to Montecito.

C-26. Bicycle Plan Implementation.

Make bicycling and walking an integral part of daily life in San Rafael by implementing the San Rafael's *Bicycle and Pedestrian Master Plan.*

C-26a Implementation. Implement provisions of the *Bicycle and Pedestrian Master Plan* in conjunction with planned roadway improvements or through development or redevelopment of properties fronting on the proposed routes.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Funding: Staff time, Capital Improvement Program

C-26b. Funding. Seek grant funding for implementation of segments of the *Bicycle and Pedestrian Master Plan.*

Responsibility: Public Works
Timeframe: Ongoing
Funding: Staff time

C-26c. Bicycle Parking. Update Zoning Ordinance requirements for bicycle parking.
Responsibility: Community Development
Timeframe: Short term
Funding: Staff time

See LU-2a (Development Review).

Downtown bicycle patrols are an effective part of San Rafael's police services.

GOAL 17: PEDESTRIAN PATHS

It is the goal of San Rafael to have safe, convenient and pleasurable pedestrian paths and amenities. *Walking to reach local shopping, transit stops and other nearby destinations has become a part of daily life for many San Rafael residents and workers. Pedestrians are well served by an extensive network of convenient and well-maintained sidewalks and other pathways throughout the city. Walking is also a popular form of recreation, as users enjoy the Bay Trail and other urban trails through open spaces and neighborhoods.*

One of the top goals of the San Rafael *Bicycle and Pedestrian Master Plan* is to encourage walking as a daily form of transportation in San Rafael by completing a pedestrian network that accommodates short trips and transit, improves the quality of the pedestrian environment, and increases pedestrian safety and convenience. An additional goal, as noted in the previous section, is to increase the mode share to 20 percent for utilitarian trips made via walking and biking by 2020.

Expanding and improving the pedestrian network will help better connect neighborhoods with the larger community. The Plan proposes and prioritizes a set of projects to make sidewalks and pathways safer and to expand the existing pedestrian network. The Plan also proposes completing missing connections to establish direct routes for walking, making walking to schools safer, ensuring improved accessibility to pedestrian facilities for the elderly and disabled, routine maintenance, and supporting installation of appropriate pedestrian facilities in new transportation improvements, development projects and transit facilities. In addition, the Plan recommends seeking funding for ongoing maintenance of sidewalks and pathways and ADA curb cuts.

C-27. Pedestrian Plan Implementation.

Promote walking as the transportation mode of choice for short trips by implementing the pedestrian element of the City's *Bicycle and Pedestrian Master Plan*. In addition to policies and programs outlined in the *Bicycle and Pedestrian Plan*, provide support for the following programs:

C-27a. Implementation. Monitor progress in implementing the pedestrian-related goals and objectives of the Bicycle and Pedestrian Master Plan on an annual basis.
Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Grants

C-27b. Prioritizing Pedestrian Improvements. Develop a program for prioritizing the maintenance of existing pedestrian facilities based on pedestrian use and connectivity as well as maintenance need, and secure funding sources for its implementation.
Responsibility: Public Works
Timeframe: Short Term
Resources: Staff Time

C-27c. Bay Trail. Support efforts and seek funding to complete the Bay Trail System.
Responsibility: Public Works, Community Services
Timeframe: Ongoing
Resources: Grants, Staff Time, Capital Improvement Program

C-27d. Pedestrian Safety Enforcement. Continue enforcement of traffic and parking laws that protect the pedestrian right of way on local streets (e.g., no parking on sidewalks or pathways, and crosswalk violations).

Responsibility: Police, Management Services
Timeframe: Ongoing
Resources: Staff Time

C-27e. Pedestrian Safety. Consider new projects and programs to increase pedestrian safety.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Capital Improvements, Grants

C-27f. Disabled Access. Continue efforts to improve access for those with disabilities by complying with Federal and State requirements of the Americans with Disabilities Act (ADA). Seek to incorporate ADA improvements into street and sidewalk projects. Develop a program identifying street barriers to pedestrian access, and prioritize curb cut and ramp improvements.

Responsibility: Public Works, City Manager
Timeframe: Ongoing
Resources: Capital Improvement Program, Grants

See also LU-2a (Development Review) and I-6c (Sidewalk Repair).

C-28. Urban Trail Network.

Encourage identification, renovation and maintenance of an urban trails network throughout San Rafael to encourage walking and appreciation of historical and new pathways.

C-28a. Urban Trail Network Project. Prepare a plan to include a map and descriptions of existing and potential urban trails in San Rafael. Urban trails to be identified include, but are not limited to, historic neighborhood stairways and walkways, Downtown alleyways, park pathways, and creekside paths. The document should identify a network of connecting pathways that can be promoted for walking enjoyment, and means to preserve and maintain these paths.

Responsibility: Public Works, Community Development
Timeframe: Long Term
Resources: Grants

GOAL 18: ADEQUATE PARKING

It is the goal of San Rafael to provide parking that is adequate and accessible, with attention to good design. *San Rafael uses innovative approaches to providing adequate parking. Our mix of accessible on and off-street parking is responsive to the unique needs of commercial areas, such as Downtown. In residential neighborhoods where there is a high demand for parking, the City works cooperatively to minimize impacts on residents and resolve conflicts between users. In some areas, preferential parking spaces are provided to carpool vehicles, low-impact electric vehicles, bicycles and other alternative modes of transportation to encourage their use.*

San Rafael's parking needs vary by area. The highest demand for parking occurs in the Downtown area, where development is most dense. A Downtown Parking Assessment District was formed in 1958 to better provide parking for the area. The current Parking District configuration roughly encompasses the area between Lincoln Avenue, D Street, Second Street, and Fifth Avenue. Other commercial areas experiencing high parking demand, such as the Montecito shopping area, may have parking shortages during peak shopping hours. Downtown in particular requires innovative parking strategies and calls for an urban parking strategy based on multi-purpose trips, availability of transit and shared parking, while other areas call for a required on-site parking approach.

Several residential areas of San Rafael experience high parking demand and resulting conflicts. The City's Traffic Coordinating Committee meets regularly to discuss and resolve residential parking issues as well as other circulation issues.

The Neighborhoods Element includes other specific policies pertaining to parking in residential areas that supplement those presented below.

Parking to serve transit users of local and express buses, as well as future rail service may be provided through park and ride lots and shared parking. This need must be balanced with the desire to discourage parking in some areas in order to encourage greater transit use.

Parking should be provided not only for automobiles but also for bicycles and other low-impact vehicles. Providing preferential parking for alternative modes encourages their use.

Innovative Parking Management Strategies

Shared Parking: Parking spaces for more than one use.

Tandem Parking: Two or more parking spaces, sharing the same access.

Stacked Parking: Vertical parking, where car(s) are stored above the ground floor with a mechanical system.

C-29. Better Use of Parking Resources.

Improve use of existing parking and create new parking opportunities through innovative programs, public/private partnerships and cooperation, and land use policies.

C-29a. Shared Parking. Promote shared off-street parking arrangements to serve private and public users. For example, consider shared parking in mixed-use developments or encourage private office parking lots to make spaces available for nighttime public use.

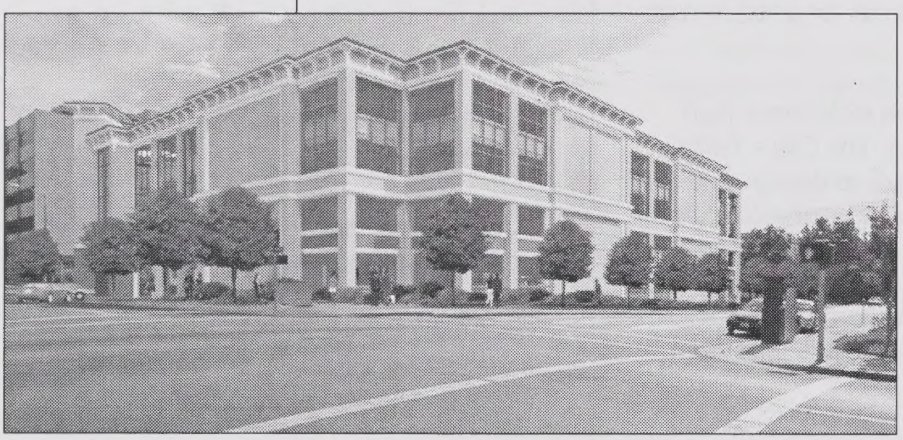
Responsibility: Management Services, Public Works, Community Development
Timeframe: Ongoing
Resources: Parking Services Fund, Fees

C-29c. Innovative Off-Street Parking. Where feasible, allow off-street parking through stackable and automated parking systems.
Responsibility: Management Services, Public Works, Community Development
Timeframe: Ongoing
Resources: Parking Services Fund, Fees

C-29d. Parking Districts. Consider formation of new parking districts where warranted and feasible.
Responsibility: Management Services, Public Works, Economic Development
Timeframe: Long Term
Resources: Staff Time, Parking Services Fund

C-29e. Parking Meters. Evaluate the feasibility of expanding parking metering in business areas throughout the City.
Responsibility: Management Services, Public Works, Economic Development.
Timeframe: Ongoing
Resources: Parking Services Fund

See also H-18g (Revisions to Parking Standards).



A 400-car parking garage at Third and C Streets opened in 2005.

C-30. Downtown Parking.

Optimize the use of parking spaces Downtown.

C-30a. Downtown Parking District. Conduct periodic evaluations and, consistent with State Law, modify the Downtown parking regulations to meet changing needs and to optimize parking Downtown.
Responsibility: Economic Development, Management Services, Public Works
Timeframe: Ongoing
Resources: Parking Services Fund, Assessment District

C-31. Residential Area Parking.

Evaluate effective means to manage residential parking to minimize the impacts of excess demand.

See NH-8a (Restore Parking Spaces), NH-8b (Additional On-Site Parking), NH-8c (Permit Parking) and NH-8d (Zoning Ordinance Review).

C-32. Parking for Alternative Modes of Transportation.

Use preferential parking as an incentive to encourage alternative modes of transportation.

C-32a. Preferential Parking. Consider zoning amendments to encourage the use of preferential parking for alternative vehicles such as carpools, low-emission vehicles, and bicycles in parking-impacted business areas.
Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

C-33. Park and Ride Lots.

Support regional efforts to fund and construct commuter parking along transit routes, near commuter bus pads, and possibly near inter-modal commuter hubs in order to support use of transit. Parking areas should include secure parking for carpools, bicycles and other alternative modes and minimize neighborhood impacts.

C-33b. Commuter Parking. Further evaluate provision of additional commuter parking near intermodal transit hubs in Downtown and in the Civic Center area to determine the effects of the additional parking on increasing transit ridership.

Responsibility: Public Works, Management Services
Timeframe: Short Term
Resources: Staff Time

See also C-29a (Shared Parking).

Infrastructure

Introduction

The Infrastructure Element addresses the planning, provision and maintenance of public buildings, landscaping, roads, drainage, telecommunications, water and power systems, and other facilities in the City of San Rafael. The prosperity of San Rafael is in part founded upon an adequately sized and well-maintained infrastructure.

The City of San Rafael is committed to maintaining and modernizing the City's facilities through ongoing planning and investment. The City will also continue to address issues such as functional and technological adequacy, accessibility for the disabled, and changing needs of San Rafael residents. An adequate and well-planned system of infrastructure facilities is one of the primary prerequisites for a city's development. The planning, construction and management of complex infrastructure facilities and networks is essential to the well-being of the City.

San Rafael owns and maintains many buildings that house its public safety and administrative activities. The City also owns and operates a variety of facilities and buildings to meet the recreational and cultural needs of its residents. In addition, San Rafael is responsible for maintaining and managing facilities located in the public right-of-way, including street surfaces, signals, curbs, gutters, sidewalks, street trees, landscape medians and entryways, signs, and streetlights.

Construction of new facilities and maintenance of existing facilities are managed through the City's Capital Improvements Program (CIP). The CIP is a major element of the City's budget, and includes projects that have been evaluated and prioritized through the City's interdepartmental review process. The CIP lists expected new facilities as well as facility improvements and repairs: the list includes fully funded projects as well as projects where funding is not yet available. As part of the City's budget, the CIP is updated on a bi-annual basis. The list of CIP projects identifies funding priorities. These priorities change in response to the amount of funds available. Sources of funding include the City's General Fund, Gas Tax Fund, Storm Water Fund, Redevelopment Agency, State and regional grants, and private donations. For fiscal year 2000-01, San Rafael had expenditures of $52 million for 63 Capital improvement projects.

Through evaluation of facilities, regular maintenance, and planning for additional facilities to meet community needs, San Rafael is committed to having the best infrastructure the community can afford. For example, the City's building condition surveys identify seismic-safety and maintenance needs for public safety-related facilities. While periodic State budget issues affected the City's ability to adequately fund facility maintenance, the long-term goal of the City is to have an infrastructure to match the community's needs, and to establish a disciplined funding program for regular maintenance of these public facilities.

GOAL 19: SOUND INFRASTRUCTURE

It is the goal of San Rafael to have well planned, well–maintained and adequate infrastructure, public buildings, and landscaping. *In order to ensure the quality of infrastructure expected by the San Rafael community, public buildings, streets and sidewalks, landscape medians, and storm drains receive rehabilitation or replacement as needed, as well as continued maintenance. Prudent management and planning of resources is designed to allocate sufficient money to fund the construction and maintenance required.*

I-1. Capital Improvements Maintenance and Replacement.

Provide for ongoing, preventative maintenance of infrastructure facilities and timely replacement of City equipment.

I-1a. Capital Improvement Programming. Plan for the improvement of public facilities and infrastructure through maintenance of a multi-year capital improvement program.
Responsibility: Public Works, Management Services, Economic Development, Community Services
Timeframe: Ongoing
Resources: Capital Improvement Program

Capital Improvement Program (CIP)

The multiyear scheduling of public physical improvements. The scheduling is based on studies of fiscal resources available and the choice of specific improvements to be constructed for a period of five to six years into the future. The purposes of the CIP are:

- Identify present and future needs for physical improvements in the City.
- Identify the potential costs of requested improvements.
- Identify possible sources of revenue to pay for the requested improvements.
- Provide the City Council a procedure for setting priorities among requested improvements.
- Promote coordination of construction programs among public agencies and private interests.
- Provide an effective tool for implementing the General Plan.

The CIP is included in the *City of San Rafael Program Budget*, available in the Public Library and the City Clerk's Office.

I-1b. Public Input. Continue to improve public input into the City's CIP process. Consider ways to utilize the City's website to list funded or proposed capital improvements.
Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

I-1c. "Sinking Fund." Establish a 'sinking' fund to finance maintenance of the City's infrastructure.
Responsibility: Management Services, Public Works
Timeframe: Long Term
Resources: Staff Time, (charges to departments), Tax, General Fund, Assessment District

I-2. Adequacy of City Infrastructure and Services.

Assure that development can be adequately served by the City's infrastructure and that new facilities are well planned and well designed.

I-2a. Long-term needs. Continue to use the CIP as a tool to conduct comprehensive analyses of long-term infrastructure needs, including new facilities and maintenance.
Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

I-2b. Diversified Funding. Seek diversified funding sources in addition to the City's various funds.

Responsibility: All Departments
Timeframe: Ongoing
Resources: State and Federal Funds, Grants, Partnerships, Mitigation Fees, Partnerships.

See also LU-2a (Development Review) and LU-3a (Project Selection Process).

Sinking Fund

A sinking fund is a fund set up to put money aside for a future project. It is used to accumulate resources (annual additions and earnings) needed to retire the long-term bond issues at maturity.

I-3. Availability of Utilities.

Promote the availability of reliable and reasonably priced utilities necessary for businesses and residences to prosper.

I-3a. Capacity Management. Work with the Central Marin Sanitation Agency and San Rafael Sanitation District to ensure completion of a Capacity Management Alternative Study to determine the scope of needed improvements, costs, and expected benefits to avoid excess of water treatment capacity.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

I-3b. Water Supply Impacts. Work with Marin Municipal Water District to meet the projected water demand and to ensure reduction of existing and projected water supply impacts.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See LU-2a (Development Review).

I-4. Utility Undergrounding.

Continue to pursue the undergrounding of overhead utility lines.

I-4a. Funding Undergrounding Utilities. Seek funding opportunities to underground utilities. Sources include PG&E's dedicated underground funding ("Rule 20A/20B"), private funding, and assessment districts.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Assessment District

I-4b. Prioritizing Undergrounding Utilities. Consider prioritization of utility undergrounding along corridor or gateways identified in Exhibits 17 (San Rafael Community Design) and Exhibit 18 (Central San Rafael Community Design).

Responsibility: Public Works
Timeframe: Ongoing
Resources: Utility Funds, Redevelopment

I-4c. Neighborhood Efforts. Provide information about funding options for undergrounding utilities. Assist neighborhoods with self-help efforts to fund undergrounding of utility lines.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Assessment District

I-5. Public Involvement.

To the extent appropriate, continue to encourage public participation in the conceptual design and funding of major City building projects, such as public buildings and landscaping.

I-5a. Design Review. Involve the community in the planning and design of major public facilities. As public improvements, City projects are subject to the appropriate level of design review.

Responsibility: Public Works, Community Development, Community Services
Timeframe: Ongoing
Resources: Staff Time, Capital Improvements Program

Street Maintenance and Landscaping

The City is responsible for maintaining 331 lane miles of street surfaces, 42 miles of landscaped street medians, and 50,000 street trees. These responsibilities include repairs, right-of-way, and streetlights. In order to prioritize and schedule street maintenance, the City uses a Pavement Management System for a more cost-efficient way of maximizing resources. In addition to the 'hardscape', San Rafael maintains landscaping, including, for example, the medians along Andersen Drive and Freitas Parkway, and the entryways in Downtown and in North San Rafael The City's street trees are a valuable resource that add character to neighborhoods and commercial areas, control temperatures and reduce air pollution.

I-6. Street Maintenance.

Maintain and modify where appropriate existing levels of street and sidewalk repair, street sweeping, and street lighting.

I-6a. Pavement Management. Continue the Pavement Management Program to allocate funds and prioritize street resurfacing projects.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Gas Tax

I-6b. Street Sweeping. Continue to maintain a program for adequate street sweeping. Work with neighborhoods on ways to improve the efficiency of street sweeping, and to publicize street sweeping programs. Investigate alternative funding sources for street sweeping.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

I-6c. Sidewalk Repair. Develop a sidewalk repair program consistent with applicable State law and as local conditions warrant.

Responsibility: Public Works, City Attorney
Timeframe: Short Term
Funding: Staff Time

I-6d. Street Lighting Program. Continue the Street Lighting Program to allocate funds and plan for needed street lights and repairs.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Joint Powers Agreement, Staff Time

See C-27b (Prioritizing Pedestrian Improvements).

I-7. Landscape Maintenance.

Provide for low maintenance entryway landscaping. Give priority to maintenance of landscaping along the City's most heavily traveled roadways and gateways as shown on Exhibits 17 (San Rafael Community Design) and Exhibit 18 (Central San Rafael Community Design).

I-7a. City Landscaping. Encourage partnerships with neighborhood and civic organizations to maintain and improve the City's landscaped areas.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Donations, Volunteers

See CD-8a (Gateways) and I-8c (Street Tree Maintenance).

I-8. Street Trees.

Create street tree planting and maintenance programs and encourage the use of large canopy trees where appropriate in order to control temperature, improve air quality, control wind, define neighborhoods, and improve street appearance.

I-8a Street Tree Program. Develop a comprehensive citywide street tree planting, maintenance, replacement, diversification, wood utilization and tree waste-recycling program. The citywide street tree program should consider the use of large canopy trees where the planting areas and locations make such trees feasible and appropriate. Include coordination and communication with PG&E regarding tree maintenance in relation to power lines. Utilize volunteers to the extent feasible in creating a street tree inventory.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time, Partnerships, Grants, Volunteers

I-8b. Street Trees for New Development. Require street trees at frequent spacing in all new developments and property upgrades, and consider mitigation for tree removal by planting street trees in locations other than the project site.

Responsibility: Public Works
Timeframe: Short Term
Resources: Contributions

I-8c. Street Tree Maintenance. Seek diversified funding sources for street tree maintenance and replacement.

Responsibility: Public Works
Timeframe: Short Term
Resources: Staff Time

I-8d. Landscape Maintenance Next to Sidewalks. Revise City ordinances to require maintenance of private landscaping which encroaches onto the City right-of-way and sidewalks.

Responsibility: Public Works
Timeframe: Short Term
Resources: Staff Time

See I-6c (Sidewalk Repair).

Street trees add to the beauty and character of neighborhoods.

Water and Wastewater Infrastructure

Marin Municipal Water District, a public utility governed by an elected Board, provides water service generally to all eastern Marin cities south of Novato. District facilities include six area reservoirs, two water treatment plants, storage tanks, pumps and lines.

The primary source of water for the District is rainfall stored in area reservoirs. The District also maintains a line inter-tie with the North Marin Water District for Russian River water. Area rainfall water sources are limited by water reservoir storage capacity. The total current capacity of the Water District is approximately 80,000 acre-feet. Seventy-two percent of the water used within the District is from local reservoirs, while the other twenty-six percent comes from the Russian River in Sonoma County. Two percent is from recycled water.

Usage of potable and recycled water within the MMWD in 2001-02 totaled 31,338 acre-feet. The watershed is currently managed for an operational yield of 29,500 acre-feet per year, resulting in a current water supply deficit of 1,650 acre-feet. This deficit is projected to increase to 7,900 acre-feet per year by 2020. The growth projected within the San Rafael planning area through 2020 is less than that utilized by MMWD in making its projections. MMWD has two contracts for water from the Russian River which could provide up to 14,300 acre-feet of water per year. However, use of additional Russian River water is limited by pipeline capacity and environmental concerns. To respond to the anticipated supply deficit, MMWD is continuing its efforts to increase water conservation, is exploring additional opportunities to partner on water recycling with the Las Gallinas Valley Sanitary District and is designing and evaluating a possible desalination plant to increase supply.

Wastewater treatment in the part of San Rafael south of Puerto Suello is handled by two entities: Central Marin Sanitation Agency and the San Rafael Sanitation District. The Central Marin Sanitation Agency serves the southern half of San Rafael and the Ross Valley, which includes essentially all of Corte Madera, Larkspur, Greenbrae, San Anselmo and Fairfax. The Agency owns and operates the sewage treatment plant, which provides modified secondary treatment, a deep-water sewer outfall line, and three transport lines from San Rafael, Larkspur and San Quentin.

The San Rafael Sanitation District covers the portion of San Rafael south of Puerto Suello hill to the southerly city limit and adjacent unincorporated neighborhoods. The District owns and operates 32 pump stations and nine miles of force mains. Of the pump stations, 12 are considered to be major with sizeable tributary service areas, and 20 are minor. The District owns and maintains all of the 124 miles of gravity flow sewer mains in the District, although there are also some private sewer mains. Sewer laterals (lines between the sewer main and individual homes) are the responsibility of property owners.

The Las Gallinas Valley Sanitary District provides sewage collection and treatment in San Rafael north of Puerto Suello Hill and in adjacent unincorporated areas. The District serves all northern City areas, and the unincorporated neighborhoods of Lucas Valley, Marinwood, and Santa Venetia. The District provides all treatment and transport facilities, which include the treatment plant, about 300 acres of ponds and land irrigation areas, pump stations, force mains and gravity flow sewer mains. Sewer laterals are privately owned.

Wastewater from the Las Gallinas Valley Sanitary District is given additional treatment by Marin Municipal Water District (MMWD) and piped through a circulation system separate from that of potable water to irrigate parks and landscaping throughout North San Rafael.

The CMSD has a dry weather treatment capacity of 10 million gallons per day (mgd), and current flows of 8 mgd. The plant's wet weather capacity is between 90 and 125 mgd, depending on tidal conditions. Current wet weather flows vary with storm events, with a maximum flow reaching 107 mgd in recent years. Projected development through 2020 would increase wastewater flows by about 12 percent, or by 1 mgd during dry weather and 13 mgd during wet weather. Both increases are within the plant's current capacity, but the CMSA is currently studying ways to reduce wet weather flows and/or increase treatment capacity.

The LGVSD has a dry weather capacity of 2.92 mgd and flows currently are measured at 2.2 mgd. The district has capacity for the equivalent of 4,500 additional dwelling units, which is well within projected growth. In addition, the LGVSD Board is developing an improvement program to increase capacity to 3.5 mgd.

See the Air and Water Quality Element for policies and programs related to the City's stormwater infrastructure.

I-9. Water Supplies.

Encourage Marin Municipal Water District to develop cost effective strategies for adequate long-term water supplies.

1-9a. Water Supplies. Monitor efforts by the MMWD to expand the local water supply to meet long-term needs. In addition to environmental review, request adequate review of economic impacts. Ensure adequate review of environmental, design and economic issues related to a potential desalination plant.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

I-10. Sewer Facilities.

Existing and future development needs should be coordinated with responsible districts and agencies to assure that facility expansion and/or improvement meets Federal and State standards and occurs in a timely fashion.

I-10a. Coordination of Services. Participate in coordination efforts between responsible agencies providing sewer facilities.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See also LU-2a (Development Review).

I-11. Improvements to Drainage Facilities.

Continue to monitor and pursue as appropriate improvements to areas with insufficient drainage.

I-11a. Pipe Replacement. Pursue the replacement of the City's older corrugated metal drainage pipe system with a more durable material.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Fund)

I-11b. Silt Removal. Continue to remove accumulated silts from city maintained drainageways and ponds.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Fund), Staff Time, Assessment District

See CON-6a (Municipal Code Compliance) and CON-8b (Creek Enhancement).

I-11c. Mahon Creek. Develop a Creek Management Plan for the periodic dredging and maintenance of Mahon Creek from B Street to Highway 101. Continue the implementation of the Master Plan for Proposed Drainage Improvements within the San Rafael Basin, Final Implementation Plan as funding becomes available. Explore other feasible and cost-effective solutions to minimize or divert drainage to reduce periodic flooding on Mahon Creek.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See S-18 (Storm Drainage Improvements and S-19a (Incremental Flood Control Improvements).

I-12. Cost Effective Services.

Work with the sanitation districts on methods to provide the most cost-efficient level of service possible.

I-12a. Consolidation of Services. Support legislation to encourage consolidation of multiple jurisdictions in the San Rafael Planning Area.

Responsibility: City Manager
Timeframe: Short Term
Resources: Staff Time

I-13. Wastewater Treatment and Reuse.

Encourage additional water recycling at Las Gallinas Valley Sanitary District and encourage the Central Marin Sanitation Agency to investigate recycling and reuse of its treated wastewater.

See CON-20b. (Water Recycling).

Telecommunications

Telecommunications are undergoing rapid technological changes. In 2003, SBC is the largest provider of telecommunications services in San Rafael and is responsible for maintaining the physical infrastructure for delivering local phone and internet services to residents. However, competition for local telecommunications services within the City is offered by a number of California Public Utilities Commission-certified companies.

The City of San Rafael's five-year Information Technology Plan guides investment in the City's hardware and software.

I-14. City Technology.

Invest in upgrading the City's technology infrastructure and improving public access to City services.

I-14a. Technology Improvements. Implement and update the City's Information Technology Plan.
Responsibility: Management Services (Information Services Committee)
Timeframe: Ongoing
Resources: Staff Time, Grants, Fees

I-15. Telecommunication Improvements.

Ensure that residents, schools, businesses and organizations have access to reliable, modern and cost-effective telecommunications.

I-15a. Marin Telecommunications Agency. Coordinate with the County to upgrade telecommunications infrastructure in accordance with the Marin Telecommunications Agency or any successor agency.
Responsibility: Management Services, Public Works
Timeframe: Ongoing
Resources: Staff Time

See S-29a (Involvement with Marin Emergency Radio Authority).

I-15b. Telecommunication Ordinance. Adopt a Telecommunications Ordinance regulating the appropriate placement and design of new telecommunications facilities.
Responsibility: Management Services (Information Services Committee), Public Works, Community Development
Timeframe: Short Term
Resources: Staff Time

See also OS-6a (Utilities in Open Space).

Governance

Introduction

The City of San Rafael's government embraces its role of serving residents, preserving traditions, and fostering innovation through steady, focused leadership. Elected officials understand and value the trust and confidence of residents, built through ongoing dialogue. A motivated professional city staff is dedicated to continuous improvement in the quality of services. Elected officials and staff rely on citizen participation to assist in establishing reasonable and effective programs.

Community-based local government engages residents, businesses, and other stakeholders in maintaining a network of diverse and distinct neighborhoods. Public engagement allows people to share information and concerns, and to address and pursue common interests. Good government requires active and effective leaders to make wise decisions in the resolution of local and regional issues, and to make government an energizer of civic action in the furtherance of social and economic common good.

Serving a complex and diverse city, San Rafael government:

- Strives for wide public policy participation;
- Uses local commissions, boards and other groups to provide informed recommendations for balanced decision-making; and
- Explains the reasons for decisions as they are reached.

Community-Based Governance

Community-based local government acts as a catalyst in mobilizing neighborhoods, shifting

- From bureaucracy, authority and power to community self-determination, mutual responsibility and accountability;
- From treating residents as clients to treating residents as active citizens;
- From top down to bottom up;
- From outside in to inside out;
- From service collaboration to community collaboration;
- From betterment to empowerment;
- From imposing to growing.

A community-based San Rafael government engages residents and other stakeholders in the direction, changes, decisions, priorities, planning, organizing, implementation and evaluation of the collaborative development of a sustainable network of diverse, distinct neighborhoods.

GOAL 20: DIVERSITY

It is the goal of San Rafael to have a community of people diverse in age, ethnicity, culture, and income levels. *San Rafael welcomes a wide variety of people and ideas. This is one of San Rafael's strengths, which is important to sustain.*

The City of San Rafael is committed to successfully working within its diverse community. Through an economy providing jobs with a mix of incomes, and a variety of neighborhoods offering a range of housing types, San Rafael enjoys a community rich in people from different backgrounds and cultures. The City works to the greatest extent possible so that every resident can have a positive experience within San Rafael's community and benefit from an enhanced quality of life.

G-1. Jobs and Diversity.

Encourage the creation and retention of a wide variety of job opportunities at a mix of economic levels.

See EV-8a (Industrial Zoning).

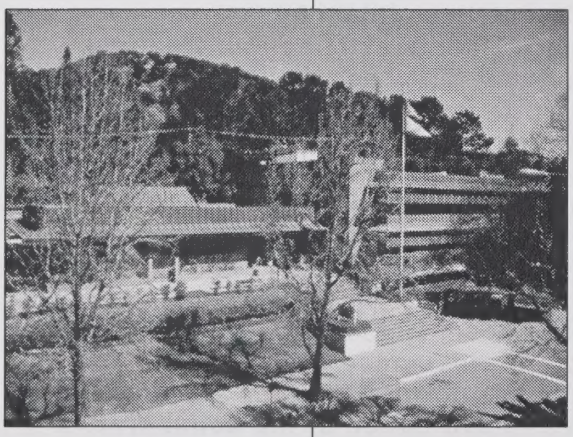
G-2. Variety of Housing.

Encourage the creation and retention of a wide variety of housing types serving people of all economic levels.

See H-10e (Retention of Mobilehomes), H-14b (Zoning for Live/Work Opportunities), H-14c (Single Room Occupancy SRO Units), H-19a (Inclusionary Housing), H-23a (Zoning Standards to Encourage Mixed Use), H-25a (New Second Units) and LU-23a (Zoning Ordinance Amendments).

G-3. Housing Agencies.

Support agencies and organizations that provide shelter, housing, and related services to very low-, low-, and moderate-income households.



San Rafael City Hall was built in 1966.

See H-6a (Inter-Jurisdictional Housing Activities and Resources), H-15a (Homesharing and Tenant Matching Opportunities), H-16a (Countywide Efforts to Address Homeless Needs).

G-4. Diversity at City Hall.

Make efforts to reflect on Boards andCommissions, and among City employees the characteristics of San Rafael's population.

G-4a. Outreach. Monitor the diversity of membership on City Boards and Commissions. Solicit applications from all segments of the community when making appointments.

Responsibility: City Clerk
Timeframe: Ongoing
Resources: Staff Time

G-4b. City Employment. Promote City employment opportunities throughout the community.

Responsibility: Human Resources
Timeframe: Ongoing
Resources: Staff Time

GOAL 21: COMMUNITY PARTICIPATION

It is the goal of San Rafael to have enthusiastic participation in civic life by residents and neighborhood organizations representing all ages and segments of the community. *Active, broad-based public participation in developing community policy is needed and encouraged. We need successful partnerships among the City and neighborhoods, businesses, schools, and social and cultural service organizations so that there is a strong community-wide commitment to improvements.*

Public participation is at the core of successful city government. San Rafael's participatory program of education, input, dialogue and consensus-building is one of the key strategies for enhancing our entire community, creating a greater sense of community, and developing a commitment to the greater good.

San Rafael benefits from broad community involvement in local planning matters. San Rafael's experience has been that such involvement is beneficial for effective land use decision-making and neighborhood design as well as housing availability, quality, and affordability.

G-5. Leadership.

Provide responsive and effective leadership to achieve the City's vision.

G-5a. Staff Leadership Skills. Recruit, train and retain highly competent employees. Continue providing regular orientations and leadership training to City employees.

Responsibility: Human Resources
Timeframe: Ongoing
Resources: Staff Time

G-5b. Board and Commission Training. Develop an annual orientation to City government for members of San Rafael City Council, boards, commissions, and advisory groups. Provide information about the roles and responsibilities of effective civic leadership.

Responsibility: City Clerk, City Attorney
Timeframe: Long Term
Resources: Staff Time

G-5c. Leadership Training. Encourage efforts to provide leadership training by community groups such as Canal Ministry, Marin Interfaith Youth Outreach, local schools, neighborhood associations and the Chamber of Commerce. Encourage City staff and board and commission members to participate in leadership training programs.

Responsibility: City Manager, Community Development, Community Services
Timeframe: Ongoing
Resources: Staff Time

G-5d. City Hall Academy. Consider creation of a City Hall Academy to provide training in City governance and public involvement. Prepare and distribute information about effective involvement in government activities.

Responsibility: City Manager
Timeframe: Long Term
Resources: Staff Time

G-5e. Advocacy at Regional and State Level. Seek appointment to regional and State committees and boards and continue to advocate for State legislation which can affect City services and further City objectives.

Responsibility: City Manager, City Council
Timeframe: Ongoing
Resources: Staff and Council member's time

G-6. Broad-Based Involvement.

Establish methods to encourage broad-based, meaningful community involvement. Encourage residents who historically have not been involved in political processes to become engaged in government.

G-6a. Community Stakeholders. Actively seek community-wide representation and public involvement opportunities on City issues through vigorous outreach programs to engage residents who are not typically involved, such as young people and residents not fluent in English.

Responsibility: City Manager, City Clerk, Community Development, Community Services
Timeframe: Ongoing
Resources: Staff Time

See G-8c (San Rafael Website) and G-5d (City Hall Academy).

G-7. Community Participation.

Encourage and support public participation in the formulation and review of policies, especially neighborhood level planning. Work with community groups and other organizations to develop, implement and evaluate strategies that enhance San Rafael's neighborhoods.

G-7a. Review of Facilities Proposed by Other Public Agencies. Encourage other public agencies such as Marin County and the school districts, to participate in the City's design review process.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See CD-15a (Notification and Information about Development Projects), I-5a (Design Review), H-4a (Neighborhood Meetings) and G-18a (Collaboration with Local Agencies).

G-8. City and Community Communication.

Emphasize effective communication between City Hall and the community-at-large. Involve stakeholders in City projects as early as possible.

G-8a. Information about Community Issues. Make information about community issues available to increase understanding and insight into the complexity of challenges that affect the community. Where possible, information about City services and programs should be made available in languages other than English, e.g., Spanish or Vietnamese. Use the City newsletter, community meetings, electronic means, and media that reaches the varied population groups in San Rafael.

Responsibility: City Manager, Community Development, City Clerk
Timeframe: Ongoing
Resources: Staff Time

G-8b. Contact Database. Maintain a database of stakeholders who attend community meetings and want to be involved. Centralize or consolidate community-wide mailing lists that include representation from homeowners associations, neighborhood and service groups, the faith community, the school districts, the business community and other interest groups.

Responsibility: Community Development, City Clerk, City Manager
Timeframe: Ongoing
Resources: Staff Time

G-8c. San Rafael Website. Use the City's website to invite people to participate in City government and to provide access to City information and documents and links to community organizations. Create new methods to distribute cost-effective electronic notification about City activities, meetings, and programs, and to interact with the community.

Responsibility: Information Services, City Manager
Timeframe: Ongoing
Resources: Staff Time

See CD-15a (Notification and Information about Development Projects).

G-9. Advisory Committees.

Use appointed boards, task forces, commissions, and other advisory and ad hoc committees to assist City staff and the City Council in decision-making processes.

G-9a. City Boards and Commissions. On a periodic basis, review the purpose of City boards and commissions. In addition, assess appointment procedures and member representation to ensure public involvement, new ideas and adequate advice and recommendation to Council. Consider the benefits and disadvantages of establishing term limits for members of City Boards and Commissions to encourage more public involvement and new ideas.

Responsibility: City Manager, Departments with advisory boards and commissions
Timeframe: Long Term
Resources: Staff Time

G-9b. Recognition and Feedback. Recognize departing commission members for their contributions. Conduct exit interviews with board and commission members when they complete their service to assess commission performance. Consider involving retired commission members in training new commissioners.

Responsibility: Departments with advisory boards and commissions
Timeframe: Short Term
Resources: Staff Time

See CD-15a (Notification and Information about Development Projects) and I-5a (Design Review).

Volunteerism in San Rafael

The City of San Rafael Volunteer Program was created in 1996. The purpose of the program is to develop volunteers within City government and to partner with neighborhood and community groups to build a better San Rafael. Volunteers are recruited for a variety of tasks, jobs, and projects, including the annual Daffodil Planting Days, the Spring and Fall Clean Up Days, the City Hall Concierge Desk and all the departments within City Hall.

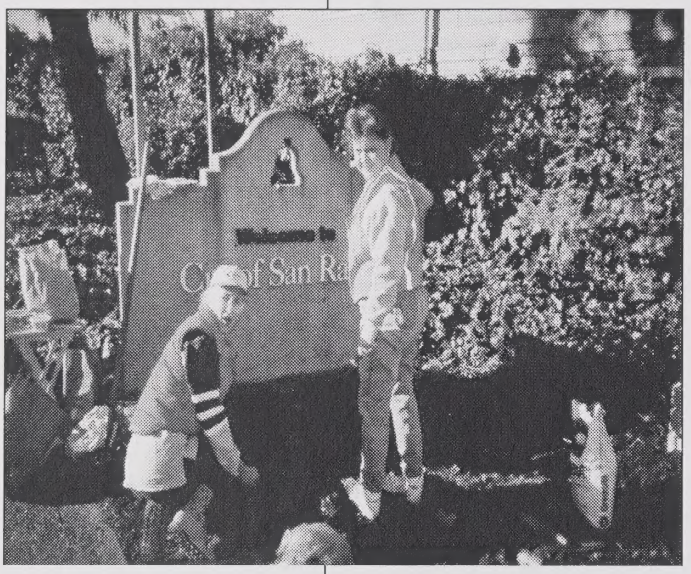
Over 1,000 individuals volunteer each year. Together, these stalwart citizens contribute over one million dollars of service to the City annually! This is a tremendous donation of time and energy deserving of special recognition which is a hallmark of this program.

G-10. Volunteerism in Government.

Encourage and support people of all ages and backgrounds to volunteer with the City, and develop volunteerism at all levels of City government.

G-10a. Volunteer Program. Create meaningful volunteer opportunities within City departments and foster worthwhile community projects through partnerships with neighborhoods and service groups. Recruit new volunteers from various sources including schools, seniors, neighborhoods and local business. Recognize volunteers for their service to the City.

Responsibility: Human Resources, City Manager
Timeframe: Ongoing
Resources: Staff Time



In 2004, over 1,700 volunteers contributed more than 28,500 hours and over $1.2 million worth of donated labor.

G-11. Empower Residents to Take Responsibility.

Provide opportunities to increase residents' skills and knowledge to promote community involvement.

G-11a. City Training Programs. Continue, and improve where possible, City-sponsored programs such as:

- Disaster Area Relief Training (DART)
- Citizens Police Academy
- CPR training and first aid
- Neighborhood Crime Watch
- Neighborhood Clean-up Days

Responsibility: Fire Department, Police Department, Human Resources (Volunteer Program)
Timeframe: Ongoing
Resources: Staff Time

See G-5d (City Hall Academy), G-10a (Volunteer Program), S-26a (Public Safety Training), S-33a (Disaster Preparedness Plan) and S-40b (Enrollment in Training Programs).

G-12. Local Elections.

Encourage participation in local elections.

G-12a. Voter Information. Support voter registration drives, and participate in voter education programs. Educate students, new residents and new U.S. citizens about how to participate in local elections. Continue to provide voter registration information at City Hall, community centers, and libraries.

Responsibility: Community Services, Library, City Clerk
Timeframe: Ongoing
Resources: Staff Time

G-12b. Voter Participation. Work with the County to publicize the number of people voting in elections. For example, provide a link to the County's website about election results.

Responsibility: City Clerk, Management Services
Timeframe: Short Term
Resources: Staff Time

GOAL 22: EDUCATIONAL EXCELLENCE

It is the goal of San Rafael to have excellent schools and enhanced lifelong education. *The City will support the school districts' efforts to ensure access to quality education for everyone. The City of San Rafael offers and supports a wide range of programs to fulfill the needs of the community including adult education classes, literacy tutoring, career development and technology courses, childcare, and after school programs.*

The City of San Rafael recognizes the value of schools and education to the community. The City is committed to taking a leadership role in collaborating with school districts in San Rafael to ensure that exceptional education is provided to a wide spectrum of students. San Rafael is also committed to offering classes and programs that provide lifelong educational opportunities.

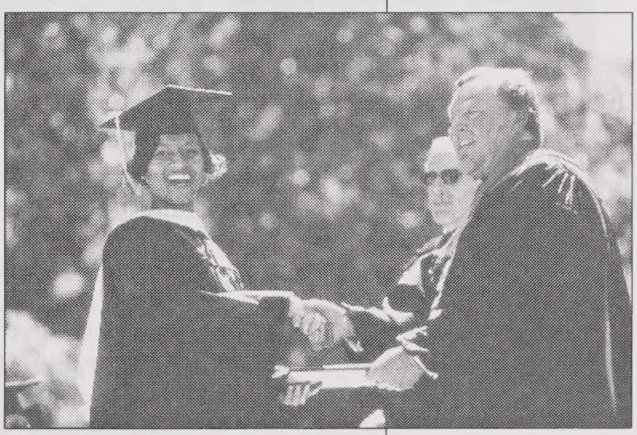
There are three public school districts in the San Rafael planning area (Dixie Elementary, San Rafael Elementary, and the San Rafael High School District). In addition to the fifteen public schools in the San Rafael planning area, there are nine private schools. All of these are elementary schools except Marin Academy. San Rafael is also home to Dominican University with over 1,500 students.

In addition, a number of classes and programs are offered by the City of San Rafael, including pre-kindergarten programs and adult education classes at community centers, cultural and arts classes at Falkirk Cultural Center, and the Marin Literacy Program at the San Rafael Public Library.

G-13. Education.

Collaborate with schools, from preschools to the university level, in fostering educational programs to benefit the community.

G-13a. Partnerships with Schools. Participate in school projects and career days to educate young people about local issues and City government and financing.
Responsibility: City departments
Timeframe: Ongoing
Resources: Staff Time



Over 1,900 undergraduate and graduate students attend Dominican University.

G-14. Relationship with School Districts.

Maintain a close, collaborative relationship with the school districts to maximize public benefit.

G-14a. Communication with the School Districts. Maintain regular communications with the School Districts to foster community collaborations. Continue periodic joint City Council and School Board meetings on topics of mutual interest.
Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time

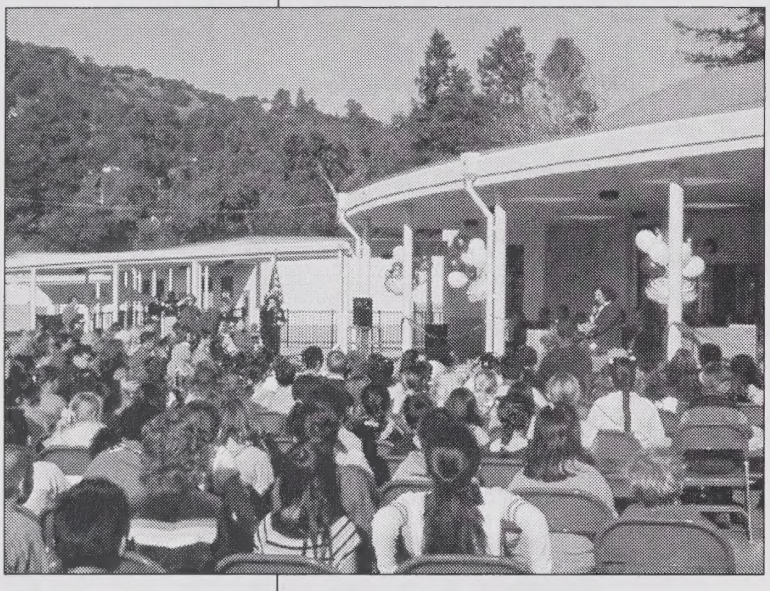
G-15. School Facilities as Gathering Places.

Collaborate with schools to provide greater access to school facilities for neighborhood and community activities.

G-15a. Joint Use of Educational Facilities. Develop and adopt Memorandum of Understanding agreements with Dixie and San Rafael School Districts, Marin Academy, and Dominican University governing the development, maintenance, and community use of facilities for recreation, childcare and/or community events.

Responsibility: City Manager, Community Services
Timeframe: Ongoing
Resources: Staff Time

See PR-20b (School Site Recreation Facilities).



The community celebrated the opening of the new Coleman Elementary School campus.

G-16. Business and School Relationships.

Strengthen the positive working relationship between the business community and the schools to enhance the quality of education.

G-16a. Internships. Provide governmental internships with local high schools and college within the various city departments. Encourage local businesses to provide internships and mentoring programs. Assist with publicity about internship opportunities.

Responsibility: All Departments
Timeframe: Ongoing
Resources: Staff Time

G-17. City Programs and Classes.

Offer programs and classes to address the needs and interests of the whole community.

G-17a. City Programs and Classes. Continue to offer a variety of leisure, recreation, educational and personal enhancement courses and programs for all age groups at the Community Centers, Falkirk Cultural Center, Library and other public and private facilities. Regularly assess participants and the public at large to determine interests and support.

Responsibility: Community Services, Library
Timeframe: Ongoing
Funding: Fees, Volunteers

GOAL 23: SUPPORT FOR CARE PROVIDERS

It is the goal of San Rafael to have collaborative efforts to support those who are in need. *There are many public, private and non-profit providers in San Rafael, which help seniors, people with disabilities, homeless people, families who are disadvantaged, and others. The City supports these providers as appropriate to maintain San Rafael as a compassionate city.*

As a compassionate city, San Rafael collaborates with agencies that provide services to those who are in need. Coordination among government and private organizations helps stretch resources. Over 70 private and public organizations within San Rafael offer a broad range of aid and services such as meals, housing, health care and counseling to individuals and families. Organizations provide rehabilitation and adaptive technologies to people living with disabilities. In addition, there are many group homes for the elderly and people with disabilities. San Rafael is distinguished by being the center and headquarters for national and local innovative and creative organizations.

G-18. Support for Special Needs Groups.

Encourage government and business support for non-profit and other organizations that provide services to the elderly, people with disabilities, homeless people, and others in need. Support efforts of Marin County to encourage the availability of social services throughout the County.

G-18a. Collaboration with Local Agencies. Work with non-profits and other organizations on priorities, services and facilities. Assist in establishing avenues of communication between non-profits and neighbors. Current examples include supporting efforts to provide emergency shelter and transitional housing to homeless individuals, families and victims of domestic violence, and working with local organizations on sidewalk accessibility.

Responsibility: City Manager, Community Development, Economic Development, Public Works
Timeframe: Ongoing
Resources: Staff Time, CDBG Funds

G-18b. County and Other Cities' Programs. Collaborate with Marin County and other Marin cities to support efforts to provide effective and efficient social services in the region.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time, Grants

G-18c. Zoning Allowance. Provide zoning allowance for group homes, transitional housing and treatment facilities, but preclude over-concentration of such facilities in residential neighborhoods as allowed by state law.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

G-19. Interdepartmental Approach.

Continue innovative interdepartmental efforts that enable residents to access needed health care and social services.

G-19a. Interdepartmental Collaboration. Encourage and support interdepartmental efforts to address local health care and social service needs. Examples include community policing, community fire servicing, and the Health and Safety Committee.

Responsibility: City Manager, All Departments
Timeframe: Ongoing
Resources: Staff Time, Grants

GOAL 24: FUNDING FOR CITY SERVICES

It is the goal of San Rafael to have sufficient funding for city services. *San Rafael provides a broad range of services to meet diverse residential and business community needs. The City continues to explore new avenues of funding to maintain and improve city services and the quality of life.*

Maintaining and enhancing San Rafael's revenue base is necessary for the City to provide essential and prioritized, desired services. The City must maintain sound financial practices that meet applicable standards and direct San Rafael's financial resources to achieve its short- and long-term goals.

G-20. Public Involvement in the Budget Process.

Maintain an open dialogue with the public to evaluate and prioritize needed services.

G-20a. Public Involvement. Continue to involve residents and businesses in the budget process to the extent feasible, through community meetings, telephone surveys, focus groups, and other outreach methods.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time

G-21. Financial Planning.

Plan for both short- and long-term financial needs.

G-21a. Financial Management Policy Updates. Review and update the Financial Management Policies as changes in community needs or other considerations warrant such policy review.

Responsibility: Management Services
Timeframe: Ongoing
Resources: Staff Time

G-22. Program Assessments.

Evaluate the performance of city programs and services in achieving their stated goals as part of the City's budget process. Retain, adjust or eliminate programs or services as appropriate.

G-22a. Program Assessment. Continue to provide the City Council semi-annual reports on progress made toward achieving goals and objectives and meeting performance indicators. Look at ways to effectively and objectively measure performance, and consider establishing benchmarks to determine progress in the implementation of City policies.

Responsibility: Management Services, Community Development
Timeframe: Ongoing; (for benchmark study: long term)
Resources: Staff Time

G-22b. Residents' Feedback. Use appropriate methods to regularly survey residents on the satisfaction levels regarding various City services and programs.

Responsibility: Management Services, Community Development
Timeframe: Ongoing
Resources: Staff Time

G-23. Government Financing.

As an alternative to increased taxation, pursue methods to diversify funding sources to adequately finance government functions, including:

- Seeking grant funding.
- Using economic development to leverage opportunities to provide needed public services.
- Determining the full cost of services and charging fees, as appropriate, to recover those costs. Fees may be adjusted based on the priorities and needs of the community.
- Seeking ways to streamline services and reduce fees and charges.

G-23a. Revenue Monitoring. Continue to maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.

Responsibility: Management Services
Timeframe: Ongoing
Resources: Staff Time

G-23b. Grants. Actively seek grant opportunities, and encourage interdepartmental cooperation and coordination in preparing grant applications.

Responsibility: Management Services
Timeframe: Ongoing
Resources: Staff Time

G-23c. Cost of Services. Periodically evaluate the cost of providing services and adjust fees accordingly.

Responsibility: Management Services
Timeframe: Ongoing
Resources: Staff Time

See also G-10 (Volunteerism in Government), I-2b (Diversified Funding), LU-17a (Retail and Services Uses in Industrial and Office Areas), and EV-8a (Industrial Zoning).

G-24. Local Government Partnerships.

Partner with other local governments and organizations to provide community services and cost-effectively resolve shared problems.

G-24a. Funding Strategies for Infrastructure and Services. Develop, in cooperation with other jurisdictions, funding strategies for governmental infrastructure and services that take into account local and regional economic development goals and consider the costs to, and benefits for, the jurisdictions and the region. An example is a Joint Power Agreement for shared services, such as the Marin County Congestion Management Agency and Marin Emergency Radio Authority.

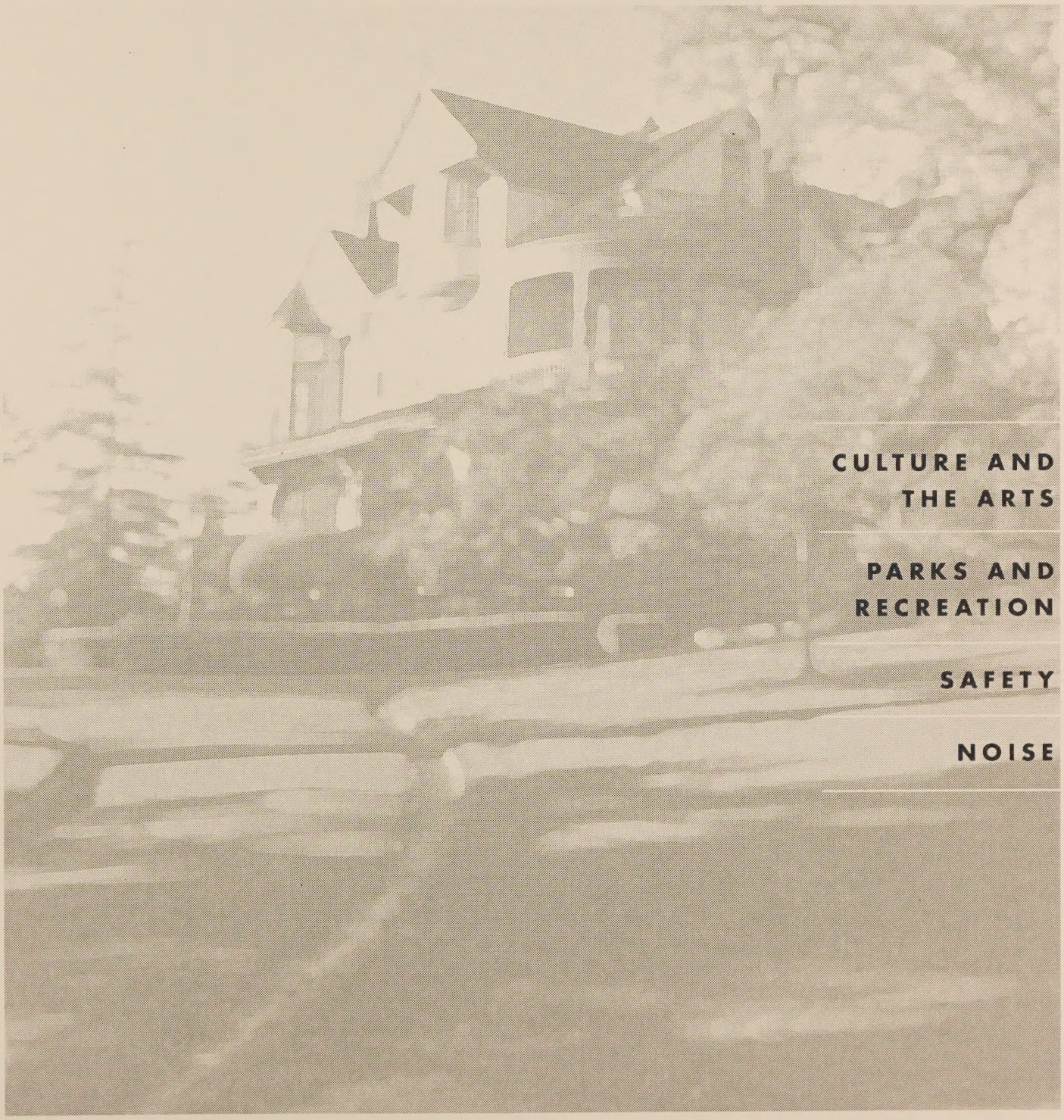
Responsibility: Management Services, Public Works
Timeframe: Ongoing
Resources: Staff Time

G-24b. New Revenue Sources for City Services and Infrastructure. Consider establishing new revenue sources to adequately fund services and infrastructure. Such funding would require voter approval and a broad-based community campaign.

Responsibility: City Manager
Timeframe: Short Term
Resources: Staff Time

Our Quality of Life

SAN RAFAEL
GENERAL PLAN



CULTURE AND THE ARTS

PARKS AND RECREATION

SAFETY

NOISE

Culture and Arts

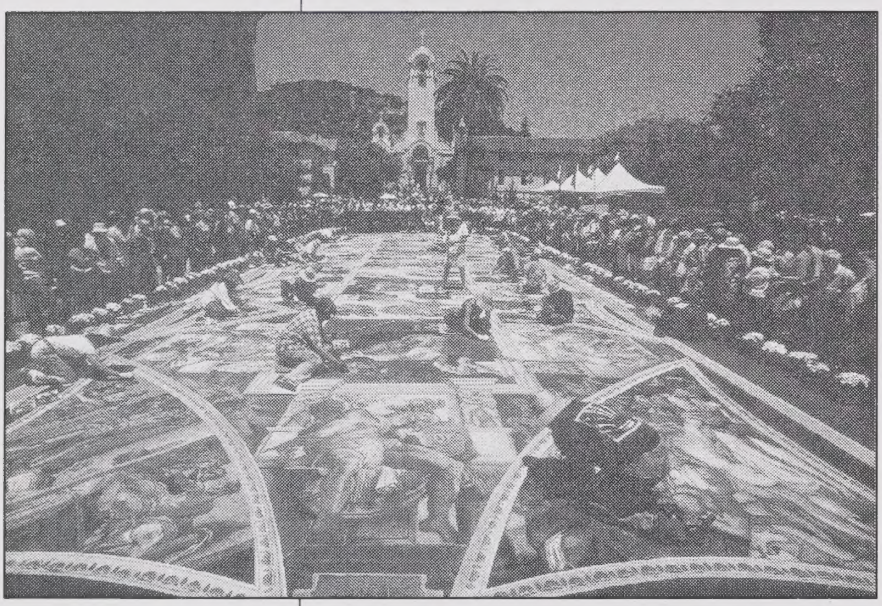
Introduction

The City of San Rafael is committed to addressing the interests and needs of a culturally diverse community and to promoting cross-cultural understanding through the arts. The City supports a range of cultural activities that includes the visual, literary and performing arts; historic preservation; and community celebrations. Recognized as the cultural center of the County, the City provides cultural, theatrical, literary and artistic opportunities for youth and adults at Community Centers, Public Libraries and the Falkirk Cultural Center. San Rafael is home to more than fifty arts and cultural organizations including, among others, Art Works Downtown, Belrose Theatre, Marin Ballet, the Marin Historical Museum, Marin Shakespeare Company, the Marin Symphony, the Rafael Film Center, and Youth in Arts. The City will work to preserve existing and develop new cultural institutions.

Falkirk Cultural Center, listed on the National Historic Register, is owned and operated by the City of San Rafael. Built in 1888 and saved from demolition in 1974, the Queen Anne Victorian was named after the birthplace of owner Captain Robert Dollar.

GOAL 25: QUALITY CULTURAL AND LIBRARY SERVICES

It is the goal for San Rafael to have quality arts, cultural, historical and library facilities, services and programs that serve a diverse population. *Arts and culture are an integral part of San Rafael's quality of life. The City of San Rafael recognizes the value of cultural heritage and the arts to enrich and inspire its residents, build a sense of community, attract visitors, and revitalize the city, as well as to provide economic opportunity and generate revenue.*



Artists from as far away as Italy re-created the Sistine Chapel ceiling at the 10th annual Youth In Arts Festival.

CA-1. Cultural Center of Marin.

Continue to promote San Rafael as the center of culture and arts in Marin County and strengthen partnerships between the City and local artists, art agencies and organizations, schools and businesses.

CA-1a. Community Vision of Culture and Arts in San Rafael. Participate in and support efforts by local cultural organizations to develop a vision of culture and arts in San Rafael.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Contributions and Donations, Partnerships

CA-1b. Promotion of Cultural Offerings. Identify strategic public places to market and promote cultural programming in the city.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Contributions and Donations, Partnerships

CA-1c. Partnerships. Encourage arts groups, schools and businesses to conduct programs in City venues.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Fees, Contributions and Donations, Partnerships

CA-2. Arts Plan.

Prepare an Arts Plan resulting in a vision and strategy that:

- Promotes effective public participation including San Rafael arts and cultural organizations, residents and workers in formulation of cultural policies and governance;
- Encourages programs to enhance the missions of San Rafael arts and cultural organizations;
- Maximizes use of City venues for cultural and arts events and programs.

CA-2a. Funding. Identify funding to prepare an Arts Plan for San Rafael.
Responsibility: Community Services
Timeframe: Short Term
Resources: Grants, Community Partnerships, Staff Time

CA-2b. Arts Plan. Prepare an Arts Plan in partnership with the community, evaluating the current state of community arts and culture, incorporating, as feasible, vision plans developed by local organizations for culture and arts in San Rafael, conducting a needs assessment, setting goals and writing a strategic plan.
Responsibility: Community Services
Timeframe: Long Term
Resources: Grants, Community Partnerships, Staff Time

CA-3. Cultural and Arts Programs and Activities.

Encourage and provide an array of both public and private cultural arts programs and activities addressing the needs and interests of the whole community.

CA-3a. Youth Programs. Develop additional programming for children and youth.
Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Fees, Grants

CA-3b. Art Classes and Cultural Activities. Continue to provide arts classes and cultural activities.
Responsibility: Community Services
Timeframe: Ongoing
Resources: Fees, Grants

CA-3c. Educational Programs. Promote cooperative educational cultural programs enlisting the aid of public and private institutions.
Responsibility: Community Services, Library
Timeframe: Ongoing
Resources: Staff Time, Fees, Grants, Partnerships

CA-3d. City Facilities. Use City facilities, including Falkirk, for art exhibits and cultural performances by youth groups.
Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Fees, Grants

CA-3e. Funding Source. Seek a consistent funding source for arts and cultural activities.
Responsibility: Community Services, Management Service
Timeframe: Ongoing
Resources: Staff Time, Grants, Volunteers, Partnerships

CA-4. Ethnic and Cultural Activities.

Encourage and develop activities, entertainment and events that reflect a diverse ethnic and cultural heritage. Encourage participation in the arts as another method to promote intercultural understanding.

CA-4a. Ethnic Activities, Cultural Performers and Diversity Programs. Provide venues and support for programs that enable members of the community to participate in diverse cultural activities.
Responsibility: Community Services, Economic Development
Timeframe: Ongoing
Resources: Staff Time, Fees, Grants

CA-5. Public Art.

Promote a stimulating and engaging environment through the greater display of artwork in public places.

CA-5a. Art in Public Places. Seek a long-term source of funding for public art, such as an endowment fund, community partnerships, or an Art in Public Places Ordinance.
Responsibility: Community Services
Timeframe: Long Term
Resources: Staff Time, Grants, Volunteers, Partnerships

CA-6. Community Art.

Encourage community art projects that create a greater understanding and appreciation of art and artists through community involvement.

CA-6a. Neighborhood Arts Program. Develop neighborhood arts programs at the community centers.
Responsibility: Community Services
Timeframe: Long Term
Resources: Grants, Volunteers, Partnerships

CA-6b. Mural Review. Review and modify, as needed, the Planning Commission's resolution regarding mural review and approval.
Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

CA-6c. Community Art Contributions. Adopt a resolution establishing regulations regarding community contributions of art.
Responsibility: Community Development, Community Services
Timeframe: Short Term
Resources: Staff Time, Grants, Volunteers, Partnerships

CA-7. Event Participation.

Encourage public and private participation in and support of arts and cultural events.

CA-7a. Sponsorship of Events. Continue to sponsor arts and cultural events for public and private participation.
Responsibility: Community Services, Economic Development
Timeframe: Ongoing
Resources: Staff Time, Event Admission Fees, Grants, Volunteers, Partnerships

CA-8. Facility Development.

Develop and maintain public and encourage private cultural facilities to meet the growing and changing needs of the community.

CA-8a. Marin Center. Participate in and support efforts to renovate and enhance the Marin Center.
Responsibility: City Manager, Community Development
Timeframe: Short Term
Resources: Staff Time, Grants, Volunteers, Partnerships

See I-1a (Capital Improvement Programming) and NH-34b (Fourth Street Staging Area).

CA-9. Falkirk Cultural Center.

Use the Falkirk Cultural Center as a venue to support and foster the arts and to celebrate local culture. Rehabilitate, expand and develop, as appropriate, the Falkirk building and grounds in keeping with its listing on the National Register of Historic Places.

Falkirk's cultural offerings, which include parlor performances and concerts on the lawn, are sometimes historical, often educational and always entertaining.

CA-9a. Falkirk Master Plan. Consider ways to maximize public involvement in the planning efforts, including possible appointment of a task force or citizen's advisory board, or oversight by the Parks and Recreation Commission. Review and update the *Falkirk Grounds Conceptual Master Plan* (1996) and the *Strategic Plan/Phase I* (1996) to broaden Falkirk's program focus to help build an increased sense of community, to include the performing and literary arts, and to provide event space and income producing opportunities.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Fundraising, Grants

CA-9b. Funding for Falkirk Cultural Center. Seek funding to sustain Falkirk's facilities and programs through expansion and income producing activities.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time

CA-9c. Community Support of Falkirk. Establish organization(s) to support Falkirk's activities.

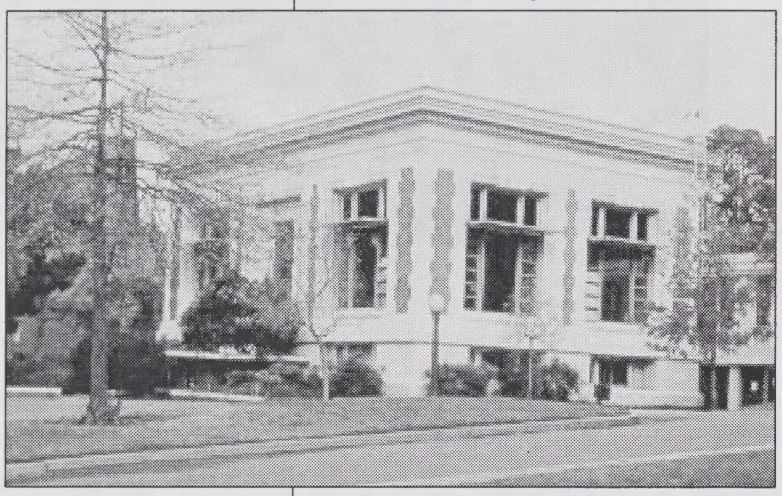
Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff time, Volunteers, Partnerships

Cultural Affairs Service League (CASL)

Established in the mid-1970s, CASL is a volunteer organization offering substantial support for various activities at Falkirk Cultural Center, such as Holiday decorations, volunteer staffing for events, fundraising, and building upgrades.

The Public Library

San Rafael Public Library, founded in 1887, is one of the most heavily used services in the City of San Rafael. Some 3,000 people visit the Library each week, seeking books to read for enjoyment, answers to questions, and information to complete homework or work-related assignments. The newest waves of users seek information via the Internet. The 14,000 sq. ft. San Rafael Public Library houses 125,000 items, including books, videocassettes, DVDs, books on cassette and CD, music CDs, microfilm, magazines, and newspapers. The Marin Literacy Program is based at the Library. Other programs include story times, summer reading, author talks, art lectures, delivery to the homebound, book clubs, and special events.



The Carnegie wing of the San Rafael Public Library was built in 1908.

The Canal Library Center at Pickleweed Park, housed in a room of the community center, offers reference books and a small collection of children's books that may be borrowed. Services include story times, computer access for children, and homework assistance.

The community places a high priority on the Library's mission to provide books and other materials as well as access to online resources. It also values the work of the Marin Literacy Program and the Library's role in nurturing children's love of books and learning.

CA-10. Library Services.

Provide library services to meet the information and recreational needs of the community.

CA-10a. Library Collections. Expand and adapt the collection to meet the changing needs of the community for different formats and interests while preserving a core collection of materials of continuing value.

Responsibility: Library
Timeframe: Ongoing
Resources: Staff Time, Rental Fees, Grants

CA-10b. Children's and Youth Services. Emphasize programming and services for children and teens.

Responsibility: Library
Timeframe: Ongoing
Resources: Staff Time, Grants

CA-10c. Senior Services. Develop programming and services for older adults.

Responsibility: Library
Timeframe: Long Term
Resources: Staff Time, Grants

CA-10d. Marin Literacy Program. Continue to build on the success of the Marin Literacy Program that provides tutoring for adults as well as support and training for volunteer tutors.

Responsibility: Library
Timeframe: Ongoing
Resources: Grants

CA-11. San Rafael Public Library.

Because the present library is too small to adequately provide the collection and services needed for a community of San Rafael's size, renovate and expand or replace the San Rafael Public Library in Downtown.

San Rafael children enjoy the library's reading programs.

CA-11a. Facility Needs. Complete the library facility study of space needs for library services citywide. Consider potential new funding options to finance needed expansion of library facilities. Needs include the following:

- Public Meeting Rooms. Provide public meeting rooms, large and small, within the library renovation and expansion
- Seating. Provide adequate seating for quiet reading and study in new library facilities.
- Children and Youth Services. Upgrade and expand space for children's services, and dedicate space to teen services, to enhance collections, technology and programming.

Responsibility: Library, Management Services, Public Works
Timeframe: Short Term
Resources: Staff Time, Bonds, Grants, Tax, Donations

CA-11c. Communications Infrastructure and Technology Access. Develop and maintain state-of-the-art electrical and telecommunications infrastructure throughout the Library building. Expand public access to the Internet and word processing as well as instruction in online research through library subscription to online databases.

Responsibility: Library
Timeframe: Ongoing
Resources: Staff Time, Bonds, Tax, Grants

CA-12. Community-Based Libraries.

Expand community-based library services in east and north San Rafael to assure that library services are provided throughout the city.

CA-12a. Opportunities for Community-Based Libraries. Look for opportunities, such as the expansion of Pickleweed Park Community Center and The Mall at Northgate, for community-based libraries. Consider partnerships with the school districts to make high school libraries available to the public.

Responsibility: Library
Timeframe: Long Term
Resources: Staff Time, Grants, Bonds, Tax

GOAL 26: PROTECTED CULTURAL HERITAGE

It is the goal for San Rafael to have protected and maintained historic buildings and archaeological resources as part of San Rafael's cultural heritage. *A mission city established in 1817, San Rafael values its history and the people and buildings that have shaped it.*

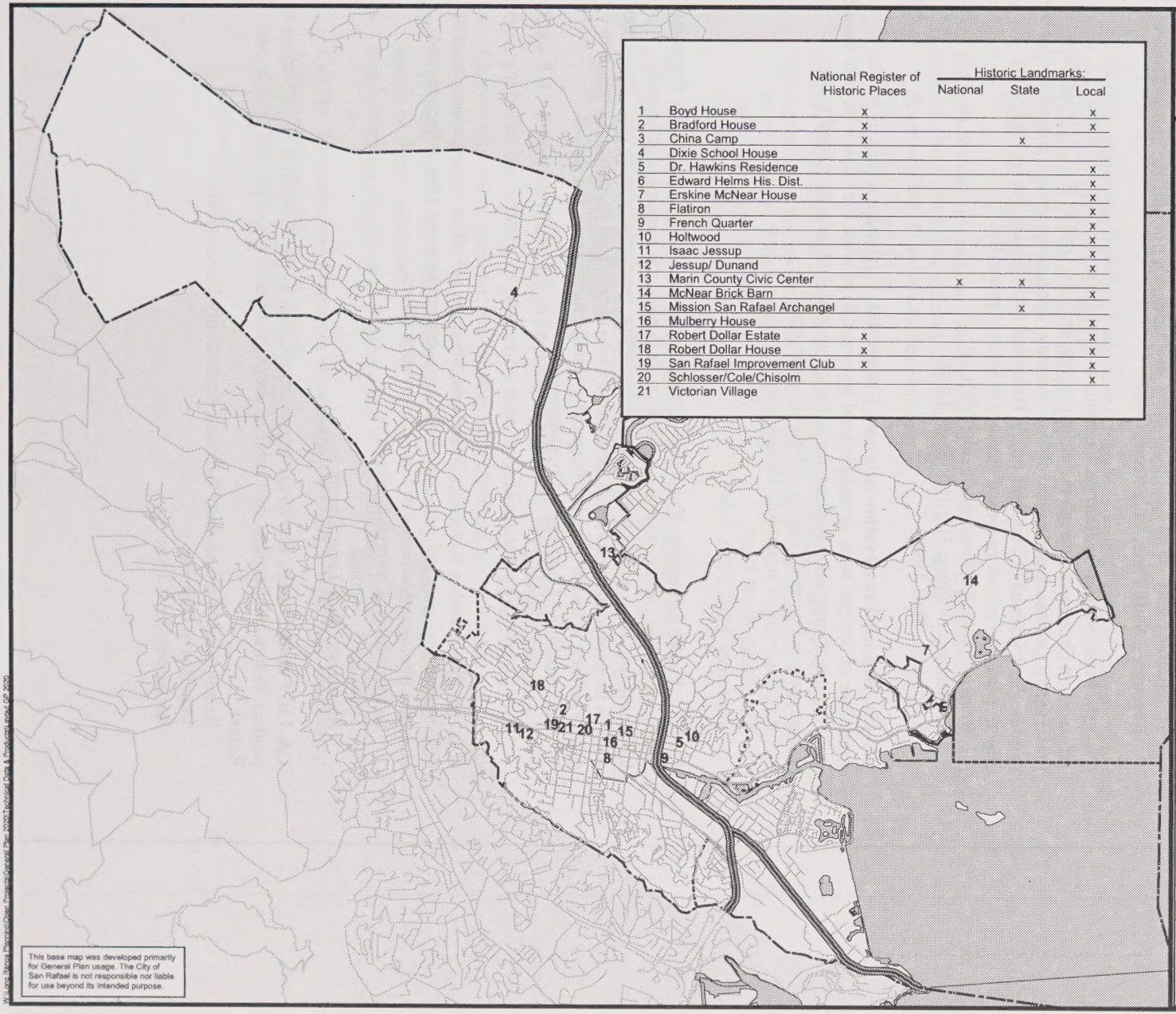
Many of San Rafael's older buildings remain today, adding an historic character and atmosphere to the City. The diversity of architecture offers a pleasing blend of new and old buildings of various types and styles. In 1986, the City completed the *San Rafael Historical/Architectural Survey* identifying and rating the architectural and historical significance of selected buildings and areas. Approximately 295 structures were listed and evaluated. High concentrations of historic buildings are located in Downtown, Gerstle Park and the Dominican neighborhoods.

The Boyd Gatehouse currently houses the Marin History Museum, which began construction of a new facility in 2005.

City policy has been to protect and build upon the historic character that exists in the City. The City adopted a Historic Preservation Ordinance in 1978. The ordinance established guidelines regarding remodeling or demolishing historic buildings. The ordinance is implemented by the Design Review Board and Planning Commission. See Exhibit 24 for a list of historical landmarks in San Rafael.

In 2002, there were 63 known archeological sites identified in the San Rafael Planning Area. These sites contain archaeological resources, which include deposits and remains left by the local Native Americans and other early inhabitants. These sites are located primarily at the base of hills on the perimeter of the San Pedro peninsula and in the Miller Creek area. These locations likely offered fresh water. A portion of the Miller Creek School site served as a central village in the Gallinas Valley for at least 3,000 years.

City policy protects known archeological resources to the maximum extent feasible. Generally, new development is required to avoid sites. The Community Development Department maintains an archaeological sensitivity database based on parcels and proximity to potentially sensitive sites. Data includes parcels that have been examined for archaeological remains, known archaeological sites, National, State, and local landmark locations, recognized historic building locations, and the archaeological sensitivity zones established by the data. If an archeological site is uncovered during construction, activity is halted and an examination is made by a qualified archeologist in consultation with the American Indian Council of Marin. Work can resume when appropriate mitigation measures are implemented. The City has also established an Ordinance that states procedures and regulations for archaeological resource protection.



		National Register of Historic Places	Historic Landmarks: National	State	Local
1	Boyd House	x			x
2	Bradford House	x			x
3	China Camp	x		x	
4	Dixie School House	x			
5	Dr. Hawkins Residence				x
6	Edward Helms His. Dist.				x
7	Erskine McNear House	x			x
8	Flatiron				x
9	French Quarter				x
10	Holtwood				x
11	Isaac Jessup				x
12	Jessup/ Dunand				x
13	Marin County Civic Center		x	x	
14	McNear Brick Barn				x
15	Mission San Rafael Archangel			x	
16	Mulberry House				x
17	Robert Dollar Estate	x			x
18	Robert Dollar House	x			x
19	San Rafael Improvement Club	x			x
20	Schlosser/Cole/Chisolm				x
21	Victorian Village				

Exhibit 24

2020 SAN RAFAEL GENERAL PLAN

National, State, and Local Historical Landmarks

San Rafael City Limit

Planning Area

0 500 1000 1500 Meters

0 1 Miles

This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

W:\Long Range Planning\Open Projects\General Plan 2020\Technical Data & Products\Layout GP 2020

CA 13. Historic Buildings and Areas.

Preserve buildings and areas with special and recognized historic, architectural or aesthetic value including but not limited to those on the San Rafael Historical/Architectural Survey. New development and redevelopment should respect architecturally and historically significant buildings and areas.

CA-13a. Inventory Update. Update the City's Historical/Architecture Survey, which is an inventory of buildings of architectural value, historic buildings and/or districts and historic elements such as signs, monuments and gates. Maximize the use of volunteers in updating the survey with professional assistance as needed.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time, Volunteers, Grants

CA-13b. Preservation Ordinance. Continue to implement the City's Historic Preservation Ordinance through the design review process. Update the City's Historic Preservation Ordinance and review the development application review procedures for the various classifications of buildings on the Historical Architecture Survey, including effective ways to review proposed changes to historic properties.

Responsibility: Community Development
Timeframe: Ongoing. (Update: Short Term)
Resources: Staff Time

CA-13c. Historic Preservation Advisory Committee. Establish a technical advisory committee or contract with an architectural historian, to provide the Design Review Board and Planning Commission with advice in design matters and policies related to the preservation and/or modification of historic structures.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time, Fees

CA-13d. Public Education. Encourage historic preservation activities and the formation of historic preservation groups in neighborhoods to heighten awareness of historic landmarks and how architecture and landscape define the character of an area. Encourage schools to incorporate units about local history into their school programs. Continue to support efforts to install plaques recognizing historic locations in San Rafael.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

CA-13e Preservation Reference Materials. Maintain at Falkirk a special collection of preservation materials and resources. Enhance public awareness of the collection, and include a photographic record of local preservation efforts.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Grants

CA-13f. Public Events. Encourage organizations such as the Marin Historical Society to produce events, publications, and exhibits about the historic resources that exist in San Rafael.

Responsibility: Community Services, Community Development
Timeframe: Ongoing
Resources: Staff Time

CA-13g. Public Recognition. Through the annual Design Awards program, publicly recognize property owners who have done an exceptional job of preserving an historical property.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See PR-7b (Marin History Museum), LU-2a (Development Review), NH-29a (Implement Downtown Design Guidelines) and NH-32 (Historic Character).

CA-14. Reuse of Historic Buildings.

Encourage the adaptation and reuse of historic buildings, in order to preserve the historic resources that are a part of San Rafael's heritage.

CA-14a. Historical Building Code. Use the State historical building code to encourage adaptive reuse of historic buildings.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CA-14b. Zoning. Investigate possible zoning exemptions to regulations such as on-site parking, signs, and setbacks in order to encourage adaptive reuse.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CA-14c. Incentives. Investigate the use of incentives such as transfer of development rights, easements, and property tax relief to encourage preservation of historic buildings.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

See CD-3c (Revisions to Design Guidelines), CD-10 (Nonresidential Design Guidelines), CD-11a (Compatibility of Building Patterns), CD-12 (Industrial Areas), CD-13 (Single-Family Residential Design Guidelines), CD-4d (Design Guidelines) and S-8 (Seismic Safety of Existing Buildings).

CA-15. Protection of Archaeological Resources.

Recognize the importance of protecting significant archaeological resources by:

- Identifying, when possible, archaeological resources and potential impacts on such resources.
- Providing information and direction to property owners in order to make them aware of these resources.
- Implementing measures to preserve and protect archaeological resources.

CA-15a. Archeological Resources Ordinance. Continue to implement the existing Archeological Resources Ordinance.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

Parks and Recreation

Introduction

The purpose of the Parks and Recreation Element is to identify and document present park facilities; compare those facilities with current and long-term needs; establish attainable goals to meet the community's recreation needs; and develop and adopt policies and programs that will accomplish those goals.

Standards

The criteria used to determine the size, type and location of parks and recreational facilities include:

- **Park acreage standards** based on acreage per 1,000 residents.
- **Location standards** based on the distance from a neighborhood to either a neighborhood or community park.
- **Neighborhood and Citywide recreational needs** to coordinate park user characteristics with specific types of facilities.

Assessment of San Rafael's Parks and Recreation Needs

Despite an abundance of citywide and regional park and open space land in San Rafael, there are several neighborhoods inadequately served by local recreation facilities. Deficiencies may result from inadequate space, lack of variety of facilities provided, or distance to a park. In San Rafael, space options are limited and cannot be addressed by general standards. The Recreation policies, therefore, include a map and a needs assessment identifying potential areas for recreation improvements.

Recreational programs and park facilities play a critical role in determining our quality of life. The City of San Rafael is committed to ongoing improvements to address the recreational needs of its residents.

Children love the new water feature at Freitas Park.

San Rafael has a number of new, recently improved and planned recreation facilities:

- New soccer and baseball fields at Pickleweed Park;
- Two softball fields and a new playground at Bernard Hoffman;
- A renovated pool at the Terra Linda Recreation Center;
- Renovated playgrounds at Santa Margarita, Gerstle and Bret Harte Parks;
- Lighted baseball/softball fields at McInnis Park;
- New sections of the Bay Trail network along the Jean and John Starkweather Shoreline Park; and
- A new skate park at McInnis Park.

Exhibit 25: Parks and Recreation Facilities in San Rafael

Neighborhood Parks

1. Arbor Park – 0.3 acres
2. Bayside Mini Park – 0.1 acres
3. Beach Park - 0.4 acres
4. Bret Harte Park – 0.5 acres
5. Fred Jensen Park – 0.3 acres
6. Freitas Park – 3.5 acres
7. Hartzell Park – 0.4 acres
8. Hillview Park – 0.2 acres
9. Munson Park – 0.4 acres
10. Oleander Park – 2.0 acres
11. Peacock Gap Park – 7.0 acres
12. Los Ranchitos Park – 2.7 acres
13. Riviera Park – 2.6 acres
14. Russom Park – 7.0 acres
15. San Rafael City Plaza – 0.2 acres
16. Santa Margarita Park – 5.0 acres
17. Schoen Park – 0.1 acres
18. Sun Valley Park – 2.1 acres
19. Victor Jones Park – 7.0 acres

Community Parks

20. Albert Park – 11.5 acres
21. Bernard Hoffman Field – 3.8 acres
22. Boyd Park – 42.0 acres
23. Gerstle Park – 6.0 acres
24. Pickleweed Park – 17.0 acres
25. Jean and John Starkweather Shoreline Park – 20.0 acres

Community Centers

26. Pickleweed Community Center
27. San Rafael Community Center
28. Terra Linda Community Center

San Rafael City School District

29. Bahia Vista Elementary School – 5.0 acres
30. Coleman Elementary School – 4.0 acres
31. Davidson Middle School – 15.3 acres
32. Gallinas Elementary School – 11.2 acres
33. Glenwood Elementary – 24.6 acres
34. Laurel Dell Elementary – 1.2 acres
35. McPhail Elementary School (closed) – 9.8 acres
36. Old Gallinas Elementary School – 7.8 acres
37. San Pedro Elementary – 7.3 acres
38. San Rafael High School – 29.7 acres
39. Short Elementary School – 1.0 acres
40. Sun Valley Elementary – 5.0 acres
41. Terra Linda High School – 30.2 acres

Dixie School District

42. Dixie Elementary School – 11.4 acres
43. Don Timoteo Elementary (leased to St. Mark's School) – 10.0 acres
44. Lucas Valley Elementary (closed) – 10.0 acres
45. Mary Silveira Elementary – 9.9 acres
46. Miller Creek Middle School – 17.0 acres
47. Santa Margarita (leased to Marindale School) – 11.0 acres
48. Vallecito Elementary – 25.0 acres
49. Nova Albion (Dixie School District Offices), Community Garden – 10.4 acres

Marinwood Community Services District

50. Gallinas Ave. Mini Park – 0.1 acres
51. Marinwood Community Center
52. Marinwood Park – 25.0 acres

Lucas Valley Community Service Area

53. Lucas Valley Community Center – 2.0 acres

Marin County

54. Adrian Rosel – 0.7 acres
55. Candy's Park – 1.5 acres
56. Castro Field – 1.5 acres
57. Marin Center – 20 acres
58. McInnis Park – 450 acres
59. McNear's Beach 55 acres
60. McPhail Playfield – 1.5 acres
61. Pueblo Park – 2.0 acres

State Park

62. China Camp State Park – 1,640 acres

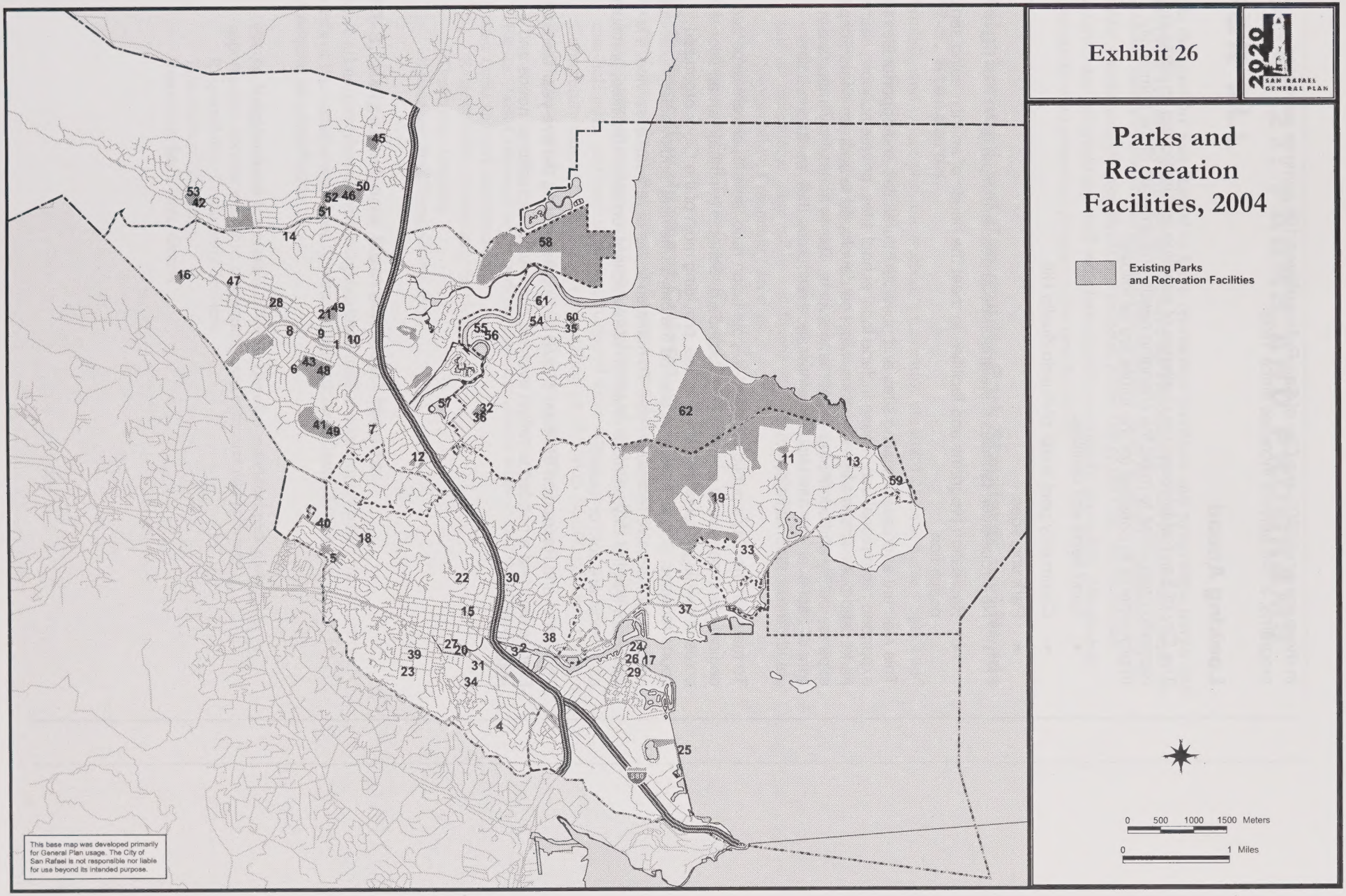


Exhibit 26
2020
SAN RAFAEL GENERAL PLAN
Parks and Recreation Facilities, 2004
Existing Parks and Recreation Facilities
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

In the summer of 2002, the City of San Rafael offered 106 summer recreation programs, a 340 percent increase since 1999.

Looking Ahead

The City of San Rafael faces the challenge of adapting and improving its parks and recreation resources to meet the changing needs and priorities of the community. Improvements to consider for the future are as follows:

- Sport fields and facilities.
- Community pool south of Puerto Suello Hill.
- Park upgrades.
- New recreation facilities in neighborhoods deficient in parks.
- Recreation programs and facilities to meet the needs of an increasing senior population.

This element addresses existing sites and possible future sites and opportunities for expanded recreational use. These include local school sites, private schools, county parks, and open space sites. Programs must be developed to address shared capital expense outlay and continuing maintenance costs. This is particularly important in light of past over-use and lack of maintenance resources that resulted in below standard recreational fields.

To maintain the City's public parkland-to-population ratio, developers are expected to dedicate land consistent with the City's standard. Schools contribute an additional 150 acres of existing local recreation facilities, providing most of the City's organized sports facilities. School sites may also be the only remaining land in a neighborhood suitable for intensive recreation use. To maintain levels of recreation service, it is important that the City promote retention of key school recreation facilities, particularly as schools are sold or leased.

The Parks and Recreation Element should be updated during the five-year General Plan review and amended to reflect evolving community recreational needs and resources.

GOAL 27: PARKS AND PROGRAMS FOR ALL

It is the goal for San Rafael to have recreation facilities and programs, parks and playfields for all age groups throughout the community. *San Rafael recognizes the essential nature of Parks and Recreational services to its residents. Numerous parks, public spaces, and playing fields are integral to the life of the City. Recreational facilities and playfield are well maintained and consistently upgraded. Attention to community need generates proposals for new facilities.*

Neighborhood and Community Park Standards and Needs

PR-1. Standards.

Maintain, and where possible exceed, a recreation standard of three acres of park and recreation facilities per 1,000 residents.

PR-1a. Recreation standard. Use the recreation standard when evaluating proposals for new parks. Consider the creation of neighborhood parks of less than three acres when it can be demonstrated that such a facility would satisfy an unmet neighborhood need, provide recreational value and be a sufficient size to support desired infrastructure.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Grants, Fees and Dedications

PR-2. Park Development Criteria.

Use the following criteria as a guide to improving the park system:

a. Neighborhood parks should serve populations of at least 3,000 within a radius of one-half mile, and have a minimum size of three acres.
b. Community parks should serve a population of 10,000 to 30,000 within a radius of three to five miles, and have a size of 20 acres or more.

PR-2a. Park Criteria. Use the park development criteria when evaluating proposals for new parks and park improvements.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Grants, Fees

PR-3. Neighborhood Recreational Needs.

Serve all neighborhoods with neighborhood and/or community parks that meet the needs of the community. Priority areas should include Canal, Dominican, and Montecito neighborhoods.

PR-3a. Neighborhood Recreational Needs. Develop individual park plans as opportunities become available, determining cost estimates and priorities.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Grants

PR-3b. Parks and Recreation Commission Priorities. On a periodic basis, work with the Parks and Recreation Commission to recommend priorities for park improvements.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time

PR-4. City Recreational Needs.

Provide opportunities for recreational activities for boys and girls, teens, and adults through the creation of additional facilities such as fields for active sports, a public pool south of Puerto Suello Hill, and a community Senior Center.

PR-4a. All-Weather Fields. Provide cost-effective all-weather fields to optimize year-round use of community sports facilities. As fields are rebuilt, consider the feasibility of using year-round surfaces.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Grants, Donations

See also PR-11b (Public Pool) and PR-12a (Senior Facilities).

PR-5. Review of Needs.

Conduct a review of San Rafael's recreational, facility and program needs, as part of the five-year update of General Plan 2020, and amend policies as needed.

PR-5a. Needs Survey. Prepare an updated citywide recreation needs survey to help provide direction for future park and program development.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Grants

San Rafael's parks have been improved for safety and accessibility.

Parks and Recreational Facilities

PR-6. Community Center Improvements.

Upgrade or expand San Rafael's community centers to meet the passive and active recreational needs of the population.

a. **Pickleweed Community Center.** Renovate and expand the facility according to the Pickleweed Expansion Plan (April, 2002).
b. **San Rafael Community Center.** Complete implementation of the Albert Park Master Plan.
c. **Terra Linda Community Center.** Prepare a site master plan addressing buildings and grounds.

PR-6a. Community Center Improvements. Prepare plans, seek funding and improve community center facilities

Responsibility: Community Services
Timeframe: Short Term- Pickleweed and San Rafael Centers
Long term-Terra Linda Center
Resources: Staff Time, Grants, Donations

PR-7. Community Park Improvements.

Upgrade San Rafael's community parks to meet the recreational needs of the served population.

a. **Albert Park.** Complete implementation of the park master plan with the addition of group picnic facilities, basketball court, water play feature and the Downtown Promenade (from Mahon Creek at Albert Park Lane to Andersen Drive with views of Mission San Rafael Archangel).

b. **Bernard Hoffman.** Complete field improvements and restroom installation.

c. **Boyd Park.** Implement the Boyd Park Master Plan (including History Museum). Explore uses for vacant parcel on Robert Dollar Drive adjacent to the Park.

d. **Gerstle Park.** Prepare a master plan that addresses renovation and development needs.

e. **Pickleweed Park.** Complete construction of the Jean and John Starkweather Shoreline Park around Pickleweed Park.

f. **Shoreline Park.** Complete implementation of the Jean and John Starkweather Shoreline Park Master Plan, continuing to oversee the development of the privately- and publicly-owned sections of the park consistent with the *San Rafael Shoreline Park Master Plan* and the *Shoreline Enhancement Plan.*

Shoreline Park has been improved with grants from ABAG and partnerships with the community.

PR-7a. Community Park Improvements. Prepare plans, seek funding and improve community park facilities

Responsibility: Community Services
Timeframe: Short Term: Gerstle Park, Pickleweed Park and Shoreline Park: Long Term: Albert Park, Bernard Hoffman, and Boyd Park
Resources: Staff Time, Grants, Donations

PR-7b. Marin History Museum. Support efforts by the Marin History Association to renovate and expand the History Museum

Responsibility: City Manager
Timeframe: Short Term
Resources: Staff Time

PR-8. Neighborhood Park Improvements.

Upgrade San Rafael's neighborhood parks to meet the recreational needs of the served population.

a. **Beach Park.** Prepare a master plan prior to expiration of the lease of adjacent City property to the San Rafael yacht Harbor. Consider possible expansion and improvements which would support the proposed Canal Waterway Vision.

b. **Bret Harte Park.** Complete implementation of the Bret Harte Park Master Plan. Evaluate ways to improve access from the park into hillside open space land to the south to provide picnic and hiking opportunities.

c. **Freitas Park.** Complete implementation of the Freitas Park Master Plan. Consider the sale of the northern parcel to provide funding for Freitas Park improvements.

d. **Munson Park.** Improve the park consistent with the recommendations of the *North San Rafael Vision Promenade Conceptual Plan.*

e. **Peacock Gap Park.** Update the Peacock Gap Park Master Plan as needed to improve trails and access to open space.

f. **Ranchitos Park.** Build the park as part of approved subdivision improvements.

g. **Riviera Park.** Improve playground equipment.
h. **Russom Park.** Prepare a park master plan.
i. **Santa Margarita Park.** Complete implementation of the Santa Margarita Park Master Plan.
j. **Schoen Park.** Prepare a park master plan to finalize Shoreline Park link, and to provide appropriate recreation amenities.
k. **Sun Valley Park.** Complete planned park improvements.

The following parks require no further park improvements at this time. During the five-year General Plan review, they will be assessed to determine if the situation has changed:

Bayside Mini Park	Oleander Park
Beach Park	Terra Linda Park
Hartzell Park	Victor Jones Park

PR-8a. Neighborhood Park Improvements. Prepare plans, seek funding and improve neighborhood park facilities. Encourage partnerships with neighborhood organizations and residents in projects to improve existing parks.

Responsibility: Community Services
Timeframe: Short Term: Bret Harte, Freitas, Ranchitos, Riviera, Santa Margarita, Schoen and Sun Valley/Long Term: Beach, Munson, Peacock Gap, and Russom Park
Resources: Staff Time, Capital Improvements, Grants, Donations, and Partnerships.

PR-9. New Parks.

Provide additional park sites as identified below. Park sites should be in the service area and designed to meet the needs of the targeted population, giving priority to underserved neighborhoods. If sites are unavailable, consider alternative park sites that are within the vicinity of the service area. Encourage the development of new parks as follows:

a. **Bellam/Windward Way site.** Prepare a park master plan that responds to the traffic and environmental constraints of the property. Explore passive and active recreational opportunities. Consider development on a portion of the site for private or public non-recreational use if it would benefit the neighborhood and provide funding for park improvements.
b. **Montecito/Happy Valley.** Pursue opportunities to provide a neighborhood park. Encourage San Rafael High School or School District corporation yard to provide a neighborhood park with play facilities for toddlers and young children. Work with San Rafael City Schools to identify a potential park site.
c. **Dominican.** Pursue opportunities to provide a neighborhood park and/or recreation facilities in Dominican/Black Canyon. For example, encourage Dominican University to provide a neighborhood park and/or access to recreational facilities. Work with Dominican University in conjunction with the future Master Plan to identify potential park and/or recreational facilities.
d. **Lincoln/San Rafael Hill.** Pursue opportunities to provide a neighborhood park in the Lincoln/San Rafael Hill neighborhood.
e. **Unincorporated Areas.** Encourage the County to provide on-site recreation facilities in new subdivisions due to their low-density character (i.e., lack of population to support additional public neighborhood park facilities) and the distance to existing neighborhood park and school facilities.

PR-9a. New Parks. Prepare plans, seek funding and create new neighborhood park facilities.

Responsibility: Community Services
Timeframe: Ongoing: Unincorporated areas/Long Term: Montecito/Happy Valley and Dominican
Resources: Staff Time, Grants, Donations

See NH-62 (Park and Recreation) and NH-124 (Improved Recreation).

PR-10. Onsite Recreation Facilities.

Require onsite recreation facilities in new multifamily residential projects and encourage construction of onsite recreation facilities in existing multifamily residential projects, where appropriate.

PR-10a. Onsite Recreation Facilities. Continue to implement zoning regulations to require appropriate recreational facilities.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

The Terra Linda pool was renovated in 2002.

PR-11. Public Pools.

Address the need for more public pools south of Puerto Suello Hill in San Rafael.

PR-11a. High School and University Pools. Explore opportunities for public use of pools at the high schools and at Dominican University.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Grants

PR-11b. Public Pool. Explore opportunities to construct a year-round pool in central San Rafael.

Responsibility: Community Services
Timeframe: Long Term
Resources: Staff Time, Grants, Donations

PR-12. Senior Recreational Facilities.

Provide dedicated facilities for senior recreational activities.

PR-12a. Senior Facilities. Identify a site(s) and seek funding for senior recreational facilities.

Responsibility: Community Services
Timeframe: Long Term
Resources: Staff Time, Grants, Donations

See PR-4. (City Recreational Needs).

PR-13. Commercial Recreation.

Encourage private sector development of commercial recreational facilities to serve community needs by:

a. Permitting compatible commercial concessions at community and regional parks to provide sources of funding for public parks.
b. Encouraging major employers to provide for the recreational needs of their employees on site or in conjunction with City recreation facilities or programs.
c. Encouraging commercial recreational facilities open to the general public.

PR-13a. Commercial Recreation. Consider amending the zoning ordinance to allow a floor area ratio exemption for on-site recreational facilities open to the public.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

PR-14. Amateur Multi-sport Athletic Fields.

Strive for the development of publicly or privately funded, large multi-sport athletic field clusters to address the needs of the community.

PR-14a. Athletic Fields. Explore opportunities to construct multi-sport athletic fields in San Rafael.

Responsibility: Community Services
Timeframe: Long Term
Resources: Staff Time, Grants

PR-15. Downtown Recreation.

Encourage the creation of recreational facilities and gathering places open to the public, such as plazas, green spaces, and unexpected places such as the alley improvements behind Art Works Downtown.

See LU-2a (Development Review).

PR-16. Community Gardens.

Continue to support and maintain community gardens and look for ways to sustain the gardens.

PR-16a. Community Gardens. Where possible, encourage efforts by community groups to establish community gardens.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time, Grants

PR-17. Park Design.

Design recreation facilities to be safe, attractive and easy-to-maintain in order to minimize conflicts with surrounding neighborhoods and to protect sensitive natural resource areas.

PR-17a. Park Plan Review. Work with qualified landscape architects, the Design Review Board, the Parks and Recreation Commission, and the Planning Commission when preparing and reviewing park master plans and designing park improvements. Review park plans and projects similar to the level of design review required of privately developed recreational facilities.

Responsibility: Community Services, Community Development
Timeframe: Ongoing
Resources: Staff Time

PR-18. Community Involvement in Park Planning.

Encourage and facilitate the participation of residents, sports groups and civic organizations in park planning and design.

PR-18a. Community Involvement. Work with park neighbors, user groups, civic organizations and neighborhood associations when preparing park master plans and designing park improvements.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Grants

PR-19. Park Maintenance.

Maintain public recreation facilities and parks.

See I-1a (Capital Improvement Programming).

Coordination with School Districts and Other Agencies and Jurisdictions

PR-20. School Site Recreation Facilities.

Attempt to secure the continued public use of recreational facilities at schools that are closed, or that could be closed during the time of the plan. Refer to Appendix D for recreation facilities on school sites and acreage to retain.

PR-20a. Preservation of School Recreation Facilities. Allow clustering of development in order to preserve recreation facilities at surplused school sites.

Responsibility: City Manager, Community Services
Timeframe: Ongoing
Resources: Staff Time

PR-20b. School Site Recreational Facilities.
When a school site is proposed to be sold, designate a School Liaison Committee composed of two City Council and two School Board members to identify ways to acquire recreation facilities on the school site, after consultations with affected community and neighborhood residents, appropriate staff and advisory committees.

Responsibility: City Manager, Community Services
Timeframe: Ongoing
Resources: Staff Time

PR-21. City-School Cooperation.

Memorialize cooperation efforts between the City and school districts for the joint development, maintenance, and use of school facilities for educational programs, park development, and recreational use.

See G-15a (Joint Use of Educational Facilities).

Naylor Act

Education Code §39363.5 requires that whenever surplus school land is sold, the first priority is given for parks and recreation purposes. Naylor legislation (Education Code §39390 et seq.) requires that school districts first offer land for sale to public agencies. Through this legislation, the City may purchase certain outdoor school recreation lands at reduced prices. The City must adopt a plan designating portions of land proposed for recreation open space purchase. Purchase is generally a last option if other methods of recreation facility retention are inadequate.

The Naylor legislation is helpful in retaining school recreation facilities but is limited in scope. School gyms, multipurpose rooms, and the City's child care programs are also desirable to retain but do not qualify for purchase under Naylor legislation which limits purchases to land which is used for school playground, playing field or other outdoor recreation purposes and open space land particularly suited for recreational purposes. Bernard Hoffman Park was acquired by the City through the Naylor Act provisions.

PR-22. Relationship to Other Public Agencies.

Cooperate with Marin County and the State to coordinate the use and management of facilities and programs on City, County and State park lands.

PR-22a. Cooperative Ventures. Maximize opportunities to expand recreational facilities and increase recreational programming through cooperative ventures with the State and County.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time, Grants, Donations

Financing Parks and Recreation

PR-23. Funding.

Establish and maintain a public and private funding program for park and recreation facilities development and maintenance.

PR-23a. Funding. Seek new and ongoing sources of funds for park development and maintenance. Pursue private donation and dedications, Federal, State and other grant sources, use of assessment districts, public/private joint ventures and all other available means to implement park and recreation policies. Sources of funding include user fees, the Capital Improvements program, Friends of San Rafael for specific parks, private foundations, and the Parkland Dedication Ordinance. Encourage the dedication of land for parks, as well as monetary contributions and gifts-in-kind for facilities and programs. Consider naming park facilities in exchange for significant donations to an ongoing maintenance fund.

Responsibility: Community Services
Timeframe: Short Term
Resources: Staff Time

PR-24. Contributions by Rental Residential Development.

Explore the feasibility of requiring contributions from rental residential development towards park improvements.

PR-24a. Rental Residential Contributions. Evaluate the feasibility of adopting an ordinance to require developers of apartments to contribute to park improvements.

Responsibility: Community Services, City Attorney
Timeframe: Short Term
Resources: Staff Time

PR-25. Contributions by Ownership Residential Development.

Require developers of new residential housing to provide for the recreational needs of future residents of that development in accordance with Recreation Element standards and Quimby Act Subdivision Parkland Dedication Requirements. Needs would be satisfied by the dedication of land and development of recreation facilities to serve the new residents. In-lieu fees will be required if a finding is made that dedication and development of parkland is not a feasible or appropriate option.

Quimby Act

Section 66477 of the California Government Code provides local jurisdictions with the authority to acquire parklands in association with new residential land divisions. Commonly referred to as the Quimby Act, this provision of state law allows a city, by ordinance, to require the dedication of land, payment of an in-lieu fee, or a combination of both, for park and recreational purposes as a condition for approving a subdivision map.

PR-25a. Parkland Dedication Ordinance. Maintain and update as necessary the Parkland Dedication Ordinance

Responsibility: Community Services, City Attorney
Timeframe: Ongoing
Resources: Staff Time

PR-26. Sale, Lease or Contractual Agreements.

Provide that funds from the sale of City parks or open space shall be used for park or open space acquisition or improvements. Provide that funds from the lease of, or through contractual agreements involving, City parks or open space shall be used for capital improvements, or operation and maintenance costs.

PR-26a. Use of Funds from Sale of City Parks or Open Space. With the sale of parks or open space, ensure that the funds are used appropriately for park or open space acquisition or improvements, or that lease revenue is used for improvements, operations or maintenance.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time

Recreational Programs

PR-27. Recreational Programs for Changing Community Needs.

Continually adapt recreational programs to meet changing community needs and interests.

PR-27a. Recreational Programs. As part of seasonal program planning, monitor, evaluate and develop appropriate recreational programs for the community.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Staff Time

PR-28. Summer Recreation Programs.

Provide summer recreation programs at locations convenient to each neighborhood.

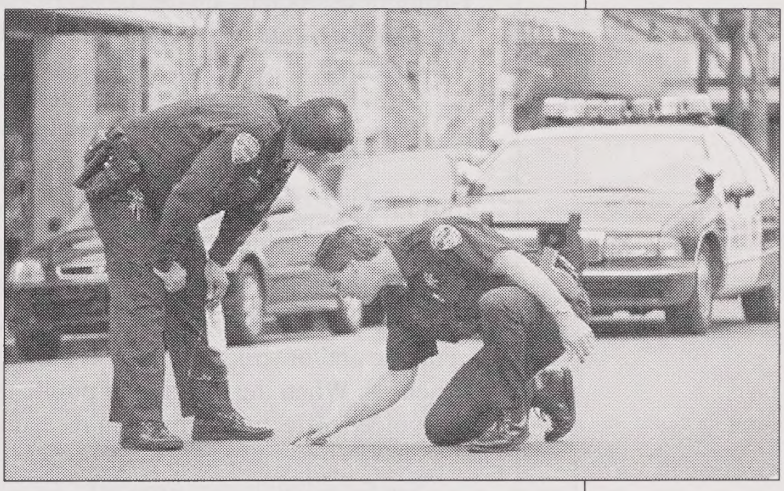
PR-28a. Summer Programs. Offer summer youth recreational programs at the Community Centers and other appropriate venues.

Responsibility: Community Services
Timeframe: Ongoing
Resources: Fees, Grants, Donations, Staff Time

Safety

Introduction

The Safety portion of the General Plan is aimed at reducing potential risk of death, injuries, damage to property, and the economic and social dislocation resulting from fire, flood, and geologic hazards, and other public health and safety hazards. The General Plan provides policies and standards for the type, location, intensity and design of development in areas of potential hazards. The intent is not to remove all risks associated with each specific type of hazard, but to reduce risks to life and property and to make informed decisions about land use and development near these hazards.



San Rafael police at work on Fourth Street.

GOAL 28: A SAFE COMMUNITY

It is the goal of San Rafael, as the first priority for city government, to provide excellent fire, public safety and paramedic services and to be prepared in the case of disaster or emergency. *San Rafael residents deserve to feel safe and secure wherever they live, work and play.*

General

S-1. Location of Future Development.

Permit development only in those areas where potential danger to the health, safety, and welfare of the residents of the community can be adequately mitigated.

S-1a. Entitlement Process. Through the entitlement process, evaluate applications for geoseismic and hazardous materials dangers and require appropriate mitigations.

Responsibility: Community Development, Fire
Timeframe: Ongoing
Resources: Fees

S-2. Location of Public Improvements.

Avoid locating public improvements and utilities in areas with identified flood, geologic and/or soil hazards to avoid any extraordinary maintenance and operating expenses. When the location of public improvements and utilities in such areas cannot be avoided, effective mitigation measures will be implemented.

See S-1a (Entitlement Process).

S-3. Use of Hazard Maps in Development Review.

Review Slope Stability, Seismic Hazard, and Flood Hazard Maps at the time a development is proposed. Undertake appropriate studies to assure identification and implementation of mitigation measures for identified hazards.

See S-1a (Entitlement Process).

Geologic and Seismic Safety

Significant geologic and seismic hazards that exist within the San Rafael Planning Area include earthquakes, liquefaction, flow failures, lateral spreading, lurching, differential settlement, landslides, mudslides, subsidence and expansive soil. These hazards have the potential to damage or destroy residences, streets and utilities.

Certain geologic hazards, such as liquefaction, expansive soils or small landslides, may be reduced or eliminated through engineering solutions such as special foundations or slide repair. In some instances, an engineering solution may not be economically feasible, and avoidance of the hazard may be the best way to assure public health and safety. High occupancy and emergency response facilities may not be appropriate in areas of high seismic or geologic hazard.

Geologic and seismic hazards should be considered in planning the location, design, intensity, density and type of land uses in a given area. Long term costs to the City, such as maintenance, liability exposure and emergency services, are potentially greater where high hazards exist.

S-4. Geotechnical Review.

Continue to require geotechnical investigations for development proposals as set forth in the City's Geotechnical Review Matrix (Appendix F). Such studies should determine the actual extent of geotechnical hazards, optimum design for structures, the advisability of special structural requirements, and the feasibility and desirability of a proposed facility in a specified location.

S-4a. Geotechnical Review of Proposed Development. Require soils and geologic peer review of development proposals in accordance with the Geotechnical Review Matrix to assess such hazards as potential seismic hazards, liquefaction, landsliding, mudsliding, erosion, sedimentation and settlement in order to determine if these hazards can be adequately mitigated. Levels of exposure to seismic risk for land uses and structures are also outlined in the Geotechnical Review Matrix, which shall be considered in conjunction with development review.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

S-4b. Geotechnical Review Matrix. Periodically review and update the Geotechnical Review Matrix, which describes procedures for site-specific investigations for projects being reviewed according to proposed occupancy, type and hazard zone(s) within which the site is located.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

S-5. Minimize Potential Effects of Geological Hazards.

Development proposed within areas of potential geological hazards shall not be endangered by, nor contribute to, the hazardous conditions on the site or on adjoining properties. Development in areas subject to soils and geologic hazards shall incorporate adequate mitigation measures. The City will only approve new development in areas of identified hazard if such hazard can be appropriately mitigated.

See LU-2a (Development Review).

S-6. Seismic Safety of New Buildings.

Design and construct all new buildings to resist stresses produced by earthquakes. The minimum level of seismic design shall be in accordance with the most recently adopted building code as required by State law.

S-6a. Seismic Design. The minimum seismic design of structures should be in accordance with the building code, as adopted in accordance with State law.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Permit Fee

See CA-14a (Historic Building Codes).

S-7. Minimize Potential Effects of Landslides.

Development proposed in areas with existing landslides or with the potential for landslides (as identified by a registered engineering geologist or geotechnical engineer) shall not be endangered by, nor contribute to, the hazardous conditions on the site or on adjoining properties. Development in areas subject to landslide hazards shall incorporate adequate mitigation measures that have a design factor of safety of at least 1.5 for static conditions and 1.0 for pseudo-static (earthquake) conditions. The landslide mitigation should consider multiple options in order to reduce the secondary impacts (loss of vegetation, site grading, traffic, visual) associated with landslide mitigation. The City will only approve new development in areas of identified landslide hazard if such hazard can be appropriately mitigated.

See S-4a (Geotechnical Review of Proposed Development).

S-8. Seismic Safety of Existing Buildings.

Encourage the rehabilitation or elimination of structures susceptible to collapse or failure in an earthquake. Historic buildings shall be treated in accordance with the Historic Preservation Ordinance.

S-8a. Seismic Safety Building Reinforcement. Enforce State and local requirements for reinforcement of existing buildings.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See CA-14c (Incentives).

S-9. Post Earthquake Inspections.

Require post-earthquake building inspections of critical facilities, and restrict entry into compromised structures. Inspections shall be conducted when the earthquake intensity if VII or higher per the Modified Mercalli Intensity Scale. Require inspections as necessary in conjunction with other non-city public agencies and private parties for structural integrity of water storage facilities, storm drainage structures, electrical transmission lines, major roadways, bridges, elevated freeways, levees, canal banks, and other important utilities and essential facilities.

S-9a. Inspection List. Identify a list of facilities that would be inspected after a major earthquake. The list shall identify City-owned essential or hazardous facilities as defined by Category 1 and 2 of Table 16-K of the Uniform Building Code, and shall prioritize the list for inspection scheduling purposes in case of an earthquake.

Responsibility: Community Development
Timeframe: Short term
Resources: Staff time

Exhibit 27

2020 SAN RAFAEL GENERAL PLAN

Geology and Stability

Surficial Deposits

- Qaf — Artificial fill
- Qal — Alluvial deposits
- Qls — Landslide deposits
- Qmf — Artificial fill over marine and marsh deposits

Tertiary overlap sequence

- Tsv — Sonoma Volcanics

Franciscan Complex

- Jfgs — Greenstone
- Jfmch — Metachert
- Jfmgc — Metagreenstone and Chert
- Jfmgs — Metagreenstone
- KJfch — Chert
- KJfm — Metamorphic
- Kfch — Chert
- Kfs — Sandstone
- fsr — Melange
- sc — Silica-carbonate
- sp — Serpentinite

Source: USGS, 2000; map file MF2337

NOTE:
Spatial resolution of original map data is 1:62,500. This map is intended to be of general use to engineers and land-use planners. However, its small scale does not provide sufficient detail for site development purposes. In addition, this map does not take the place of fault-rupture hazard zones designated by the California State Geologist (Hart and Bryant, 1997). For a more complete depiction of landslide distribution, see Nilsen and others (1979), Ellen and others (1988; 1997), Pike(1997), and Wentworth and others (1997).

This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

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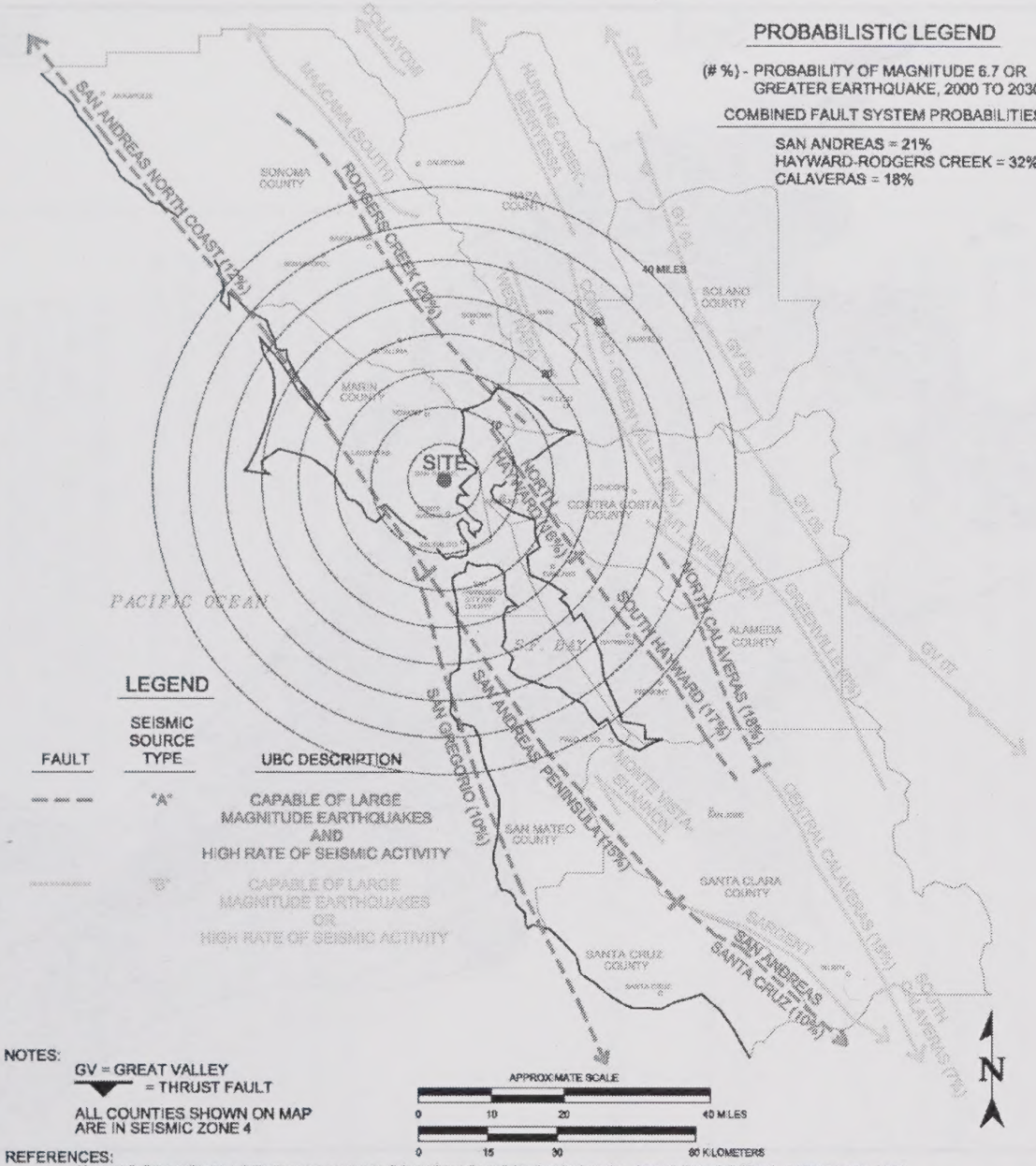
Exhibit 28

Active Regional Faults



Hazardous Materials

Hazardous materials exist in San Rafael because they are used by businesses, transported on highways and streets, and are present in small quantities in private homes in the form of solvents, cleaning fluids and other substances. Although there are no hazardous waste (Class I) landfill sites in Marin County, such materials may be present in the Planning Area due to historic industrial uses, the types of material used to fill low lying sites for development, or due to materials deposited in dump sites prior to current regulations governing sanitary landfills. Being in the vicinity of sites with hazardous materials is an everyday experience for residents; they may be exposed through various ways including personal use and handling of hazardous materials, excavation of contaminated sites, and improperly disposed hazardous materials.

The City of San Rafael is authorized by the California State Environmental Protection Agency as a Consolidated Unified Program Agency (CUPA) for the administration, regulation, and enforcement of environmental programs that fall under the CUPA umbrella. The Fire Department's Hazardous Materials Division manages these programs.

The San Rafael Fire Department maintains detailed files of contaminated site characterizations, a database of Underground Storage Tank contaminated sites, and a working database of current facilities with hazardous materials. In addition, all Leaking Underground Storage Tank contaminated sites information is listed and updated on the State GeoTracker database.

Marin Recycling Center operates a permanent household hazardous waste facility as a joint program with the City of San Rafael and the Marin County Waste Management Joint Powers Authority. Residents of San Rafael may bring paint, adhesives, motor oil, pesticides, household batteries, latex paint, computer monitors, televisions, and bleach cleaners to the facility free of charge. San Rafael businesses may dispose of small quantities of hazardous waste by appointment and for a fee. The Fire Department's Hazardous Materials Division administers this program.

"CUPA"

The **Unified Program** (UP) was created by Senate Bill 1082 (1993) to consolidate, coordinate, and make consistent the administrative requirements, permits, inspections, and enforcement activities for the following environmental and emergency management programs:

- Hazardous Materials Release Response Plans and Inventories (Business Plans)
- California Accidental Release Prevention (CalARP) Program
- Underground Storage Tank Program
- Aboveground Petroleum Storage Act Requirements for Spill Prevention, Control and Countermeasure (SPCC) Plans
- Hazardous Waste Generator and Onsite Hazardous Waste Treatment (tiered permitting) Programs
- California Uniform Fire Code: Hazardous Material Management Plans and Hazardous Material Inventory Statements

The Unified Program is intended to provide relief to businesses complying with the overlapping and sometimes conflicting requirements of formerly independently managed programs. The Unified Program is implemented at the local government level by a Certified Unified Program Agency (CUPA).

S-10. Location of Public Improvements.

To minimize threat to human health or any extraordinary construction and monitoring expenses, avoid locating improvements and utilities in areas with dangerous levels of identified hazardous materials. When the location of public improvements and utilities in such areas cannot feasibly be avoided, effective mitigation measures will be implemented.

See LU-2a (Development Review).

S-11. Restriction of Businesses.

Restrict siting of businesses or expansion of businesses that have the potential for a significant hazardous materials release within one- quarter mile of schools.

S-11a. Survey of Facilities. Survey existing industrial facilities within one-quarter mile of the schools. The survey would be used to determine the presence of hazardous materials and evaluate the risk of an accidental release that could adversely affect the health and safety of students and school staff.

Responsibility: Community Development
Timeframe: Short term
Resources: Staff time

S-12. Use of Environmental Databases in Development Review.

Review the San Rafael Fire Department's database of contaminated sites at the time a development is proposed. Undertake appropriate studies to assure identification and implementation of mitigation measures for sites on or near identified hazards.

San Rafael's Fire Department is responsible for the safe disposal of hazardous materials.

S-12a. Environmental Database. Maintain environmental and hazardous materials-related databases, and update information on an ongoing basis. In addition, include the information in the State GeoTracker database (database of contaminated Underground Storage Tanks sites).

Responsibility: Fire
Timeframe: Ongoing
Resources: Staff Time

S-12b. Environmental History. Through the environmental review process, provide information about available environmental history of a site and proposed mitigation measures if warranted.

Responsibility: Fire
Timeframe: Ongoing
Resources: Staff Time

S-13. Potential Hazardous Soils Conditions.

Where development is proposed on sites with known previous contamination, sites filled prior to 1974 or sites that were historically auto service, industrial or other land uses that may have involved hazardous materials, evaluate such sites for the presence of toxic or hazardous materials. The requirements for site-specific investigation are contained in the Geotechnical Review Matrix.

S-13a. Potentially Hazardous Soils Map. Using the San Rafael environmental database, develop a map showing sites with known soil and groundwater contamination. Prepare a map to be available to the Community Development Department in order to identify new developments that warrant environmental investigation and testing.

Responsibility: Fire
Timeframe: Long Term
Resources: Staff Time

S-13b. Hazardous Soils Cleanup. Require remediation and cleanup in accordance with regional and local standards in order to develop on sites where hazardous materials have impacted soil or groundwater. At a minimum, remediation and clean up of contaminated sites shall be in accordance with regional and local standards. The required level of remediation and clean-up shall be determined by the Fire Department based on the intended use of the site and health risk to the public.

Responsibility: Fire
Timeframe: Short Term
Resources: Staff Time

S-13c. Local Implementing Agency. As the Local Implementing Agency (LIA) for the San Francisco Regional Water Quality Control Board, the Hazardous Materials Division shall oversee the investigation and closure of contaminated underground storage tank sites.

Responsibility: Fire Department
Timeframe: Ongoing
Resources: Staff Time

S-14. Hazardous Materials Storage, Use and Disposal.

Enforce regulations regarding proper storage, use and disposal of hazardous materials to prevent leakage, potential explosions, fires, or the escape of harmful gases, and to prevent individually innocuous materials from combining to form hazardous substances, especially at the time of disposal.

S-14a. CUPA Program. Continue to participate in the CUPA program.

Responsibility: Fire
Timeframe: Ongoing
Resources: Staff Time, Fees

S-15. Hazardous Waste Management.

Support measures to responsibly manage hazardous waste consistent with protection of the public health, welfare, safety and the environment. The City of San Rafael supports the Marin County Hazardous Waste Management Plan as adopted by the State, County and Cities within Marin County.

See S-14a (CUPA Program).

S-16. Transportation of Hazardous Materials.

Enforce Federal, State and Local requirements and standards regarding the transportation of hazardous materials. Support, as appropriate, legislation that strengthens safety requirements for the transportation of hazardous materials.

S-16a. Safe Transport of Hazardous Materials. Support California Highway Patrol's efforts to ensure the safe transport of hazardous materials.

Responsibility: Fire, Police
Timeframe: Ongoing
Resources: Staff Time

Settlement

Settlement occurs from structures and other loads that cause deformation of the subsurface soils. Settlement from structures is usually minor and usually occurs during construction or within the first few weeks after construction. However, it can occur up to 30 years following construction.

Consolidation of the San Francisco Bay mud can result in significant settlement of the ground surface. Bay mud underlies the eastern portion of San Rafael. San Rafael's filled areas continue to consolidate and settle causing a variety of problems for property users and the City alike.

Flood Control, Subsidence and Erosion

Once the San Rafael Basin storm drain improvement projects are completed, they will nearly achieve the flood protection objectives set by the Department of Public Works over the last 50 years. However, subsidence of the areas underlain with bay mud will continue for several decades. Subsidence or settlement may result in flooding as ground levels are lowered. Without levee maintenance, flooding poses a serious threat to the east San Rafael area. Title 18 "Protection of Flood Hazard Areas" of San Rafael Municipal Code establishes standards and regulations governing development in flood-prone sites.

Sandy soils on moderate to steep slopes or clayey soils on steep slopes are susceptible to erosion when exposed to concentrated surface water flow. The potential for erosion is increased when established vegetation is disturbed or removed. Within the valley areas, stream and river flow erodes the banks and causes the location of the stream or river to meander. The erosion undercuts the stream banks and leads to slope instability. The natural erosion and stream meander can undermine structures or roadways and cause damage or collapse. The potential for erosion damage is limited to localized areas.

S-17. Flood Protection of New Development.

Design new development within the bay mud areas to minimum floor elevation that provides protection from potential impacts of flooding during the "100-year" flood. The final floor elevation (elevation of the first floor at completion of construction) shall account for the ultimate settlement of the site due to consolidation of the bay mud from existing and new loads, taking into account soils conditions and the type of structure proposed. Design for settlement over a 50-year period is typically considered sufficient.

Funding from storm drain improvements come from the General Fund, Redevelopment monies, and Federal and State grants.

S-17a. Title 18 Flood Protection Standards. Evaluate and revise the City's Title 18 flood protection standards for new development based on Federal and regional criteria.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See LU-2a (Development Review).

S-18 Storm Drainage Improvements.

Require new development to improve local storm drainage facilities to accommodate site runoff anticipated from a "100-year" storm.

S-18a. Storm Drainage Improvements. Require that new development proposals which are likely to affect the limited capacity of downstream storm drainage facilities provide a hydrological analysis of the storm drain basin of the proposed development and evaluate the capacity of existing downstream storm drainage facilities and fund improvements to accommodate increased drainage from the project site resulting from a 100-year storm, where practical.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

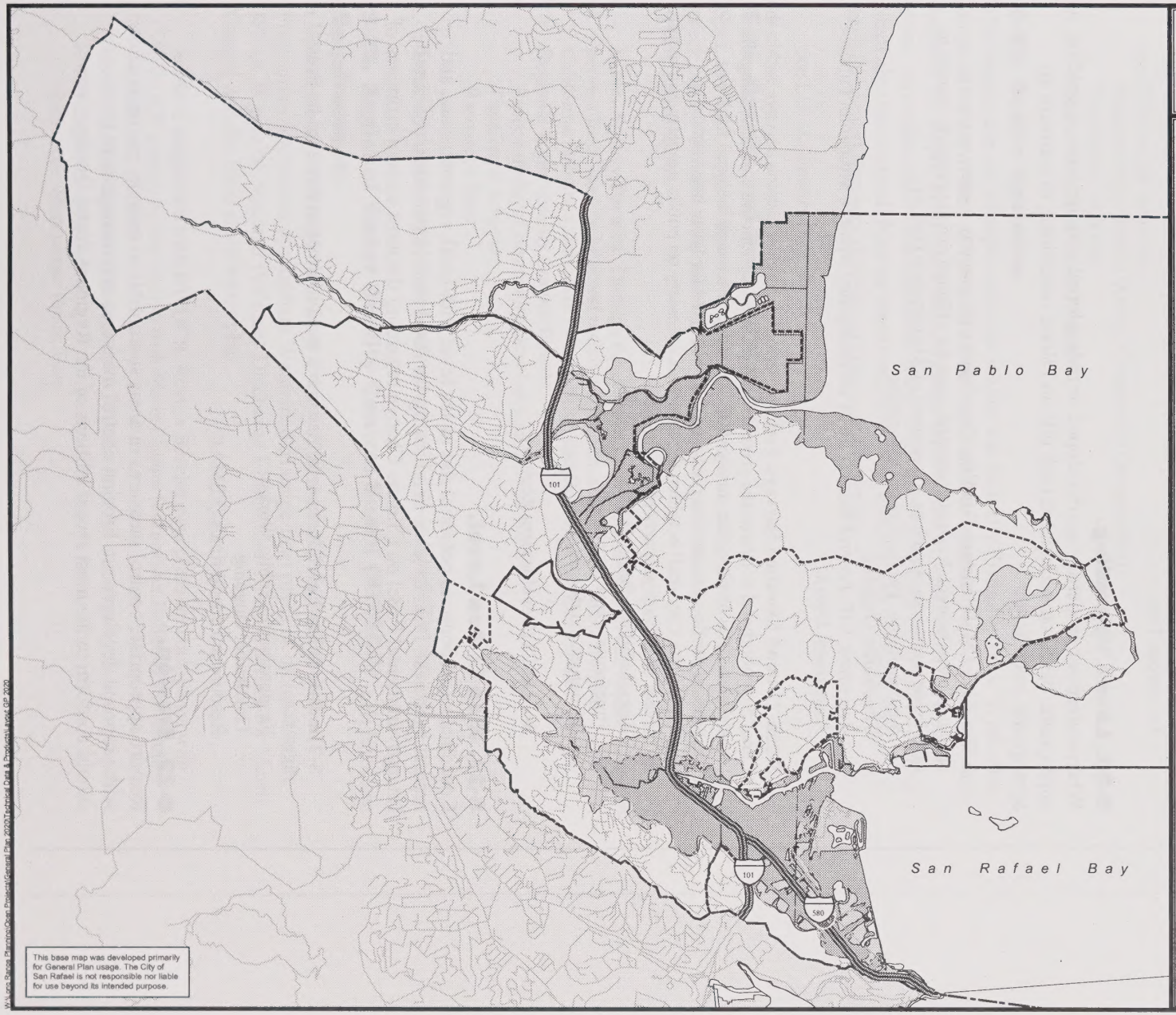


Exhibit 29

2020 SAN RAFAEL GENERAL PLAN

Flood Hazard Areas

Area of the 100 Year Flood

Areas Between Limits of the 100 Year Flood and the 500 Year Flood

This map is based upon the 1995 release of FEMA's digital Q3 Flood Data product and is a digital representaion of certain features of FEMA's FIRM product.

Other areas of localized flooding not identified by the Federal Emergency Management Agency may also occur within the Planning Area. This map does not indicate changes effected by Letters of Map Revision (LOMR).

0 500 1000 1500 Meters

0 1 Miles

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S-19. Flood Control Improvements Funding.

Support Federal and State legislation that provide funding for the construction of flood control improvements in urbanized areas, and seek such funding as it becomes available. Additionally, continue to use any available local sources of funding to provide flood control improvements.

S-19a. Incremental Flood Control Improvements. Where needed and possible, new development/redevelopment projects shall include measures to improve area flood protection. Such measures would be identified and required through the development review process.

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Fees

S-20. Levee Upgrading.

When waterfront properties are developed or redeveloped, require levee upgrading, as appropriate, based on anticipated high tide and flood conditions, to maintain an appropriate levee height.

S-20a. Levee Maintenance Funding. Coordinate with property owners to ensure adequate levee heights. Evaluate potential ways for affected private property owners to fund levee maintenance such as Assessment or Maintenance Districts.

Responsibility: Public Works Department
Timeframe: Ongoing
Resources: CIP, Federal funds (FEMA for emergency repairs), Mitigation Funds, Assessment District.

S-20b. Ground Elevation Surveys. Perform periodic ground elevation surveys within the Canal Neighborhood to determine ground elevations throughout the area, including the levee system. The result of the survey shall be used to determine the need for levee heightening for flood protection purposes. When a need for levee heightening is determined, the City shall heighten the levees as necessary on public property and require that levees on private property be heightened.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff time

See LU-2a (Development Review).

S-21. Rise in Sea Level.

Coordinate a response to potential rise in sea level with local, regional, state, and federal agencies. Prior to levee heightening for flood control purposes, contact the Intergovernmental Panel on Climate Change regarding the most current estimates of sea level rise.

S-21a. Rise in Sea Level. Review the rise in sea level information furnished by Federal agencies.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Federal funds (FEMA)

S-22. Erosion.

Require appropriate control measures in areas susceptible to erosion, in conjunction with proposed development. Erosion control measures and management practices should conform to the most recent editions of the Regional Water Quality Control

Board's *Erosion and Sediment Control Field Manual* and the Association of Bay Area Governments' *Manual of Standards for Erosion and Sediment Control* or equivalent.

S-22a. Erosion Control Programs. Review and approve erosion control programs for projects involving grading one acre or more or 5,000 square feet of built surface as required by Standard Urban Stormwater Management Plans (SUSUMP). Evaluate smaller projects on a case-by-case basis.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Fees

S-22b. Grading During the Wet Season. Discourage grading during the wet season and require that development projects implement adequate erosion and/or sediment control and runoff discharge measures.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Clean Water Program

S-23. Septic Systems.

Discourage the use of septic systems within San Rafael's Planning Area. If no other alternatives exist, then soil tests shall be required to determine if the on-site soils are suitable for development of a septic system for disposal of wastewater. In hillside areas, an evaluation of the additional water from a septic system on hillside stability shall also be required. New or improved septic systems shall be designed by a registered civil engineer that specializes in septic design.

See LU-2a (Development Review).

S-24. Creeks and Drainageways.

Seek to retain creek channels in their natural state in order to prevent undue erosion of creek banks. Protect creekside habitat and provide maintenance access along creeks where appropriate.

S-24a. Agency Permits. Through development review, consult with and require necessary permits from State and Federal resource agencies, such as U.S. Army Corps of Engineers, California Fish and Game, Bay Conservation and Development Commission, and the Regional Water Quality Control Board.

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Fees

See CON-6a (Municipal Code Compliance) and CON-8a (Creek Restoration).

S-25. Regional Water Quality Control Board (RWQCB) Requirements

Continue to work through the Marin County Stormwater Pollution Prevention Program to implement appropriate Watershed Management plans as dictated in the RWQCB general National Pollutant Discharge Elimination System permit for Marin County and the local stormwater plan.

S-25a. Compliance with RWQCB. Review development plans for compliance with RWQCB permit, in conjunction with Marin County Stormwater Pollution Prevention Program (MCSTOPP).

Responsibility: Public Works
Timeframe: Ongoing
Resources: Stormwater funds, Fees

Public Safety and Emergency Response

Police Department

The mission of the San Rafael Police Department is to provide police services to the community, and to reduce crime and the fear of crime through the development of partnerships with the community it serves and other public and private agencies through the utilization of all available resources. Reductions in crime since 1988 have resulted from several proactive policing programs.

San Rafael police help out at the Classic Car Parade in May.

- Participation in the interdepartmental Health and Safety Coordinating Committee, with joint inspection teams investigating the health and safety conditions in San Rafael's residences.
- Creation of the award winning Mental Health Liaison Program, which is instrumental in assisting mentally-ill homeless who are repeat criminal violators to receive the treatment they need to live a crime-free life.
- Partnership with social service agencies to investigate the criminal aspect of criminal violence, while other agencies provide advocacy for victims of domestic violence and counseling for anger management.
- Neighborhood outreach to community groups to improve traffic safety and reduce traffic accidents through monitoring and reducing speeding on local streets, and participating in Public Works' Traffic Coordinating Committee to identify and reduce neighborhood traffic problems.
- Improved School Liaison Program to reduce and prevent crimes on school campuses.
- Continued monitoring of gang activity and partnerships with community organizations to provide alternative activities for youth.

Policing programs involve continually building on the Department's Community Policing strategy, which is the foundation for the department's direction and long-term goals. The "Commitment to Community" which appears on all patrol cars, the department website, and more direct public contact with officers are direct results of this strategy.

Fire Department

The mission of the San Rafael Fire Department is to ensure the safety, health and well-being of all individuals, property, and the environment through a comprehensive range of programs designed to respond to threats from fire, illness and injury, environmental hazards and natural disasters. The Department is responsive to the community's growing needs though its programs for Community Fire Servicing, Emergency Response, Fire Prevention, Disaster Preparedness and Environmental Services. The San Rafael Fire Department recently completed a "Standard of Cover Plan" to identify appropriate response times and the number of personnel required to mitigate an emergency, and to provide an overall risk assessment of fire in San Rafael.

Because of the Fire Department's effectiveness in adopting and implementing firesafe construction, the volume of fire-related calls has declined dramatically over the years; calls for emergency medical service total 70 to 80 percent of calls for service. With the aging of San Rafael's population over the next decade, calls for paramedic service will increase, as will the cost and expectations of service. The Fire Department is committed to providing quality, accessible and cost-effective paramedic care in response to changing needs.

The City has prepared a number of studies and regulations related to wildland safety. The Fire Department's recent study *Wildland Urban Intermix Threat Analysis* evaluated safety issues related to wildland fires in San Rafael's hillside areas. A *Fire Management* Plan, which includes a Transportation and Evacuation Plan component, was prepared for each 'High Hazard" area identified in the study. San Rafael's ISO rating is Class 3 (on a scale of 1 to 10, with 1 being the highest rating). Water supply received a relative classification of 1. Minimum roadway width requirements are set forth in the Fire Department's "Access Road Requirements," which are implemented as part of development review. In addition, required vegetation clearances around structures are addressed in the California Fire Code, as adopted by the City of San Rafael.

Disaster Preparedness

Emergency (disaster) preparedness planning consists of three major components: government actions, private organization emergency response actions, and individual or small group actions. Emergency preparedness planning recognizes that in the first 72-hours after a major disaster, people must be self-sufficient. Governments cannot provide all of the services that may be needed. Therefore, disaster preparedness involves planning efforts by local government, private organizations and local groups to identify resources, provide public awareness and formulate plans about what to do in an emergency situation. One of the outcomes of the City's planning efforts was to develop the neighborhood-training program called Disaster Area Response Teams (D.A.R.T.). This program was developed to train neighbors to work together and to be self-sufficient during a major disaster.

S-26. Fire and Police Services.

Maintain adequate cost-effective fire protection, paramedic and police services. Minimize increases in service needs from new development through continued fire prevention and community policing programs.

S-26a. Public Safety Training. Provide and encourage public safety employee training to ensure team members' skills remain current. Encourage and support new employees to join programs, such as Urban Search and Rescue and disaster relief training programs (DART).

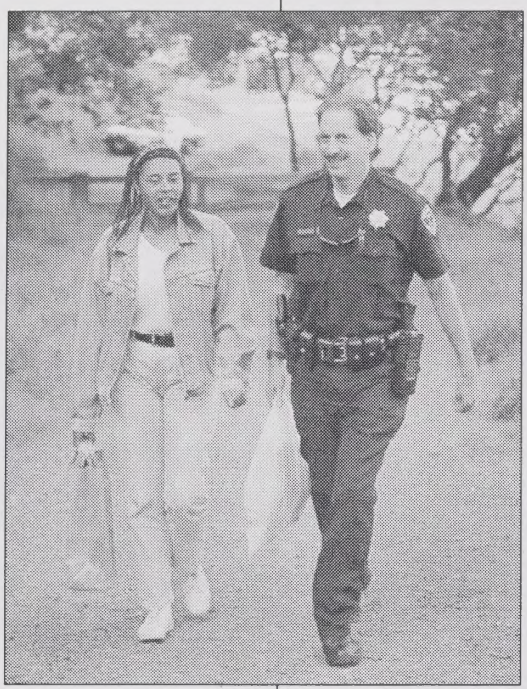
Responsibility: Fire, Police, Public Works
Timeframe: Ongoing
Resources: Staff Time, Grants

S-26b. Vehicle and Equipment Maintenance. Maintain and upgrade vehicles and equipment as necessary.

Responsibility: Fire, Police, Public Works
Timeframe: Ongoing
Resources: Capital Improvements, Grants

S-26c. Fire Prevention and Safe Design. Through the development review process, require review by Fire Department and Police Department for fire prevention and safe design.

Responsibility: Fire, Police
Timeframe: Ongoing
Resources: Fees



Community policing became a City philosophy in 1997.

S-27. Community Policing and Fire Service.

Actively promote Community Policing and Community Fire Servicing in order to facilitate closer relations between police and fire departments and neighborhood groups, businesses and residents.

S-27a. Restorative Justice Program. Develop a community-based restorative justice program, which would provide for alternative sentencing methods and a diversion program where offenders are accountable to the community. Cooperate with County authorities to review, identify and evaluate alternative sentencing methods to enhance the community.

Responsibility: Police
Timeframe: Ongoing
Resources: Staff Time, Grants, Fines

S-27b. Business Regulation. Maintain and adopt, as necessary, regulatory ordinances and regulatory procedures for businesses determined to be susceptible to criminal activities not otherwise regulated by Federal and State agencies, such as massage parlors.

Responsibility: Police
Timeframe: Ongoing
Resources: Fees

S-27c. Community Fire Servicing. Continue to provide health and fire safety outreach programs to community groups.

Responsibility: Fire
Timeframe: Ongoing
Resources: Staff Time

What Is Restorative Justice?

Restorative justice is a response to crime that recognizes that criminal behavior injures victims and the entire community. It is a process that seeks to repair the harm caused by crime by involving victims and communities in the justice system through processes such as direct restitution, victim-offender mediation and policies that promote victims' rights.

S-28. Paramedic Services.

Continue to seek adequate and cost-effective ways to provide accessible and reasonable emergency medical services.

S-28a. Paramedic Tax. Continue to support the paramedic tax.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Volunteers

S-28b. Partnerships for Prevention Programs. Seek public and private partnerships, such as cooperating with hospitals and other public and private medical providers, to offer prevention programs and medical information.

Responsibility: Fire, Police
Timeframe: Long Term
Resources: Staff Time

San Rafael's paramedic services are funded in part by a paramedic tax.

S-29. Effective Communication System.

Ensure that all City agencies with public safety responsibilities are provided with effective, reliable and robust emergency communications systems and equipment. The system and equipment should have adequate capacity and redundancy to ensure these agencies can accomplish their missions. Appropriate consideration should also be given to the communications needs of agencies that may be required to supply mutual aid to or from other jurisdictions.

S-29a. Involvement with Marin Emergency Radio Authority. Maintain active involvement with Marin Emergency Radio Authority (MERA) and pursue installation and activation of the MERA radio system.

Responsibility: Fire, Police, Public Works
Timeframe: Ongoing
Resources: Staff Time

S-30. Maintenance and Landscaping for Fire Safety.

Encourage, where appropriate, special planting, removal and maintenance programs to reduce potential fire hazards in the hills, wildland areas and urban interface areas.

S-30a. Fire Hazard Maps. As part of the City's Fire Hazard Program, maintain maps identifying potential fire hazard areas in San Rafael.

Responsibility: Fire
Timeframe: Long Term
Resources: Staff Time, Grant

S-30b. Fire Protection Ordinance. Consider the adoption of a Fire Protection Ordinance to reduce fire hazards in areas in the urban interface area.

Responsibility: Fire
Timeframe: Long Term
Resources: Staff Time

See OS-2 (Open Space Management).

S-31. New Development in Fire Hazard Areas.

Design new development located on or adjacent to natural hillsides to minimize fire hazards to life and property.

S-31a. New Development. Through the development review process, require appropriate mitigation measures such as fire preventive site design, landscaping and building materials, and the use of fire suppression techniques such as sprinklering.

Responsibility: Fire, Community Development
Timeframe: Ongoing
Resources: Fees

S-32. Safety Review of Development Projects.

Require crime prevention and fire prevention techniques in new development, including adequate access for emergency vehicles.

S-32a. Safe Buildings. Continue to review development applications to insure that landscaping, lighting, building siting and design, emergency access, adequate water pressure and peakload storage capacity, and building construction materials reduce the opportunity for crime and fire hazards.

Responsibility: Fire, Community Development, Police
Timeframe: Ongoing
Resources: Fees

See LU-2a (Development Review).

Disaster

A natural (i.e. flood, earthquake) or man-made (terrorist, chemical release) event that exceeds City capability to respond using normal resources.

S-33. Disaster Preparedness Planning.

Ensure disaster preparedness in cooperation with other public agencies and appropriate public-interest organizations. Expand abilities of residents to assist in local responses to disasters.

S-33a. Disaster Preparedness Plan. Update and publicize the City's emergency response (disaster) plan in conformance with State guidelines.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

Urban Search and Rescue teams train regularly.

S-33b. Urban Search and Rescue Techniques. Continue to ensure that Urban Search and Rescue techniques remain current.

Responsibility: Fire, Public Works
Timeframe: Ongoing
Resources: Staff Time

S-33c. Neighborhood Disaster Preparedness. Continue to coordinate neighborhood disaster response preparedness planning efforts through Fire and Police Department programs and through coordination with the American Red Cross, American Heart Association and other community groups. Provide technical assistance as needed to review adequacy of neighborhood disaster plans.

Responsibility: Fire, Police
Timeframe: Ongoing
Resources: Staff Time

S-33d. Standardized Emergency Management System. Continue to train City employees in the Standardized Emergency Management System offered by the Governor's Office of Emergency Services.

Responsibility: Fire, Public Works
Timeframe: Ongoing
Resources: Staff Time

See S-26a (Public Safety Training).

S-33e. Training of Citizen Police Academy and DART Graduates. Organize neighborhood teams of Citizen Police Academy and DART graduates, and provide training on how to maintain public safety in their neighborhood during emergency situations.

Responsibility: Fire, Police
Timeframe: Ongoing
Resources: Staff Time

Through Community Fire Servicing, the Fire Department reaches out to residents of all ages.

S-34. Emergency Operation Center.

Create a well-equipped Emergency Operation Center that is permanent and centrally located to coordinate emergency responses to emergencies.

S-34a. Emergency Operations Center. Determine the location of, and explore funding sources for a permanent and centrally located Emergency Operation Center as well as alternative emergency locations.

Responsibility: City Manager, Public Works
Timeframe: Long Term
Resources: Staff Time, Grants

S-35. Safety Personnel in Times of Emergency.

Make provisions to continue essential emergency public services during natural and other catastrophes.

S-35a. Employee Transportation. To ensure adequate safety personnel in an emergency, explore ways to transport public safety employees from outlying areas when damaged infrastructure prevents them from driving to San Rafael.

Responsibility: Fire, Public Works
Timeframe: Long Term
Resources: Staff Time

S-35b. Mutual Aid Agreements. Continue to explore the feasibility of mutual aid agreements that provide public safety personnel in times of emergency.

Responsibility: Fire, Police
Timeframe: Long Term
Resources: Staff Time

S-35c. Housing Incentives. Support State legislation and City initiatives that would provide incentives for public safety employees to live in San Rafael, so that they may be readily available if a disaster should occur.

Responsibility: City Manager
Timeframe: Long Term
Resources: Staff Time

S-36. Emergency Connectors.

Pursue the development of local emergency connectors in the short-term and permanent roadway connections between Terra Linda and Downtown San Rafael. Seek adequate emergency connectors to all areas of San Rafael, and between San Rafael and adjacent communities.

EMERGENCY CONNECTORS

Emergency connectors are defined as routes available only for emergency vehicle use, as well as general circulation routes that are needed/important for emergency vehicle use.

S-36a. Emergency Connectors. Evaluate and improve the following emergency connectors in light of costs, effectiveness, and impacts:

1. Provide emergency street connectors throughout the City, including the existing connection between Freitas Parkway and Fawn Drive, the all-weather connection between Freitas and Fawn and between Ridgewood and Fawn, and the connection between Del Ganado and Butterfield Road;
2. Maintain the ability to use the private portion of Sienna Way in Dominican in case of emergency, as an alternative exit for Mountain View.
3. Maintain emergency access between Peacock and Biscayne Drives for emergency vehicle use only.

Responsibility: Fire, Public Works
Timeframe: Ongoing
Resources: Staff Time

See C-23a (Better Signage).

S-37. Functioning Public Utilities Following Earthquake.

Locate and construct vital public utilities as well as communication and transportation facilities in a way that maximizes their potential to remain functional during and after an earthquake.

S-37a. Engineering Standards. Continue to build public utilities to adopted engineering standards.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time, Capital Improvements Program

S-38. Building Code and Fire Code Update.

Continue updating the Building and Fire Codes as necessary to address earthquake, fire and other hazards and support programs for the identification and abatement of existing hazardous structures.

S-38a. State Required Code Updates. Continue to adopt State-required code updates with provisions for public review and input.

Responsibility: Fire, Community Development
Timeframe: Short Term
Resources: Staff Time

S-39. Public Safety Facilities.

Ensure that public safety facilities are designed and constructed adequately to efficiently operate paramedic, fire and police services, including in times of disaster.

S-39a. Public Safety Facilities. Evaluate needed upgrades to public safety facilities, particularly seismic safety improvements, and seek funding mechanisms. In order to meet the existing and projected future needs of the San Rafael Police Department, the City will determine the department's existing and project facility needs; obtain the necessary funding for the needed improvement; and, purchase, construct, and/or renovate the necessary additional facilities.

Responsibility: Fire, Police
Timeframe: Long Term
Resources: Staff Time

See I-2a (Long Term Needs).

S-40. Outreach.

Encourage educational outreach to promote awareness and caution among residents regarding disaster preparedness of possible natural hazards, including soil conditions, earthquakes, flooding, and fire hazards. Establish an outreach program, including establishing programs. Publicize disaster plans by neighborhood.

Police work as partners with the schools on educational programs.

S-40a. City's Website. Manage and update the Fire Department's website to provide information and links to meet the fire servicing needs of the community.

Responsibility: Fire
Timeframe: Ongoing
Resources: Staff Time

S-40b. Enrollment in Training Programs. Increase enrollment in the training programs for residents and neighborhood associations.

Responsibility: Fire
Timeframe: Long Term
Resources: Staff Time

S-40c. Neighborhood Educational Programs. Support educational programs, such as DART and Citizen's Police Academy in the neighborhoods.

Responsibility: Fire, Police
Timeframe: Ongoing
Resources: Staff Time

Noise

Introduction

Noise is part of everyday life in a community. Noise is generally defined as unwanted sound. Whether a sound is unwanted depends on when and where it occurs, what the listener is doing when it occurs, characteristics of the sound (loudness, pitch and duration, speech or music content, irregularity), and how intrusive it is above background sound levels.

In the City of San Rafael, vehicular traffic on the roadways is the single largest source of noise. Airplanes and mechanical equipment are also contributors, as are intermittent sources such as leafblowers and construction equipment. Average noise levels are highest along Highways 101 and 580 and along major traffic corridors. The City of San Rafael will continue its efforts to curb noise impacts from existing sources and will also take actions that prevent adverse levels of noise from being generated by new sources. Such efforts include encouraging the design of new development projects in a manner that minimizes the exposure of residents and workers to excessive levels of noise.

Exhibit 30: Typical Sound Levels

Common Outdoor Sound Levels	Noise Level Db (A)	Common Indoor Sound Levels
Commercial Airliner Takeoff at 1,000 feet	110	Rock Band
	100	Ambulance Siren at 100 feet
Gas Lawn Mower at 3 feet	90	Food Blender at 3 feet
Diesel Truck at 50 feet	80	Garbage Disposal at 3 feet
Noisy Urban Daytime		Shouting at 3 feet
	70	
Commercial Area	60	Vacuum Cleaner at 10 feet
		Normal Speech at 3 feet
Quiet Urban Daytime	50	Large Business Office
		Dishwasher Next Room
Quiet Urban Nighttime	40	Small Theatre
Quiet Suburban Nighttime		Large Conference Room
	30	
Quiet Rural Nighttime	20	Bedroom at Night
Rustling Leaves		Broadcast & Recording Studio
	10	Soft Whisper
	0	Threshold of Hearing

Effects of Noise on People

The noise environment has a significant impact on the City's overall quality of life. Below are some of the effects of noise on people.

How is Noise Measured?

Sound is the result of the vibration of an object, which is transmitted through the air in waves that in turn vibrate the eardrum. Sound is measured in a logarithmic scale using units called decibels (dB). Since the human ear does not hear all sounds equally, a special weighted decibel measurement (dBA) is used to simulate human hearing.

Ldn (Sound Level, day-night average) is the average dBA sound level during a 24-hour day. Sound levels during the night are weighted over those during daylight hours, by adding ten decibels to actual sound levels during the period from 10 p.m. to 7 a.m. to recognize the increased annoyance factor related to noise at night. Examples of typical sound levels are shown in Figure 30.

The outdoor noise environment throughout the United States varies considerably. Outdoor Day-Night Average (Ldn) sound levels can be as low as 30 to 40 dBA (Ldn) in wilderness areas and as high as 85-90 dBA (Ldn) in noisy industrial urban areas. In San Rafael, Ldn levels in residential areas are as low as 45 dBA (Ldn) in quiet valleys shielded from major roads and as high as 65-75 dBA (Ldn) along highways and major roads.

- **Medical and Annoyance Effects**. According to the Environmental Protection Agency (EPA), noise above 40-45 dBA can disturb a sleeping person: whether a person awakens will depend on noise levels, type of noise, stage of sleep, age, and so on. (EPA, 1974). Older people and persons who are ill are particularly susceptible to sleep interference caused by noise. Speech interference begins occurring at 45-50 dBA, and becomes severe at 60 dBA or above. Damage to the human ear can occur at about 70 dBA. Sounds above 70 dBA can cause physical stress reactions, such as tightening of the stomach muscles, increased heartbeat and adrenaline flow. Over a period of time these reactions can lead to ulcers, intestinal malfunctions, and heart disease. Permanent hearing damage can occur at 80- 85 dBA, if sustained over eight hours a day over the course of a worker's career. Higher levels cause hearing damage in shorter period of time.

- **Economic Effects.** Studies have found that work performance can be affected at noise levels of 65 dBA and above. Some effects of noise on work performance are as follows: Noise is more likely to reduce the accuracy of work than to reduce quantity. Complex tasks are more likely to be affected by noise. Higher frequency, intermittent and impulsive sounds are more disruptive than lower or more steady state sounds. Noise causes higher accident rates. Other adverse economic costs of noise are housing turnover; soundproofing for noise-producing equipment and noise-impacted buildings; and the expense of constructing noise barriers adjacent to noise sources.

Basis for Noise Standards

Acceptable levels of noise vary from land use to land use. Also, in any one location, the noise level will vary over time, from the lowest background or ambient levels to that of passing airplanes or construction equipment. Various techniques have been developed that measure the effects of noise levels over a period of time.

It is difficult to specify noise levels that are generally acceptable to everyone. What is annoying to one person may be unnoticed by another. Standards may be based on documented complaint activity in response to noise levels, or based on studies on the

ability of people to sleep, talk, or work under various noise conditions. All such studies, however, recognize that individual responses vary considerably. Standards usually address the needs of most of the general population.

With this caution in mind, noise standards for planning purposes need to examine outdoor and indoor noise levels acceptable for different uses. The standards must relate to existing conditions in the City so that they are realistically enforceable and consistent with other General Plan policies. (See Appendices F and G for Noise Contours for 2001 and 2020.)

Addressing Noise Impacts in the General Plan

The General Plan seeks to limit the impacts of noise on residents and employees in two ways. First, the Plan contains standards to determine the suitability of new land uses depending upon the extent of noise exposure in the area. Second, Plan policies limit the extent of new noise sources that proposed development can add to existing noise levels in the surrounding area and through implementation of the City's Noise Ordinance, which limits what is commonly described as "nuisance noise."

GOAL 29: ACCEPTABLE NOISE LEVELS

It is the goal of San Rafael to have acceptable noise levels. *Excessive noise is a concern for many residents of San Rafael. These concerns can be managed with proper mitigation or through the implementation of the noise ordinance. The City of San Rafael recognizes the issue of noise and has standards to protect people from excessive, unnecessary and unreasonable noises from any and all sources in the community.*

Noise Impacts on New Projects

N-1. Noise Impacts on New Development.

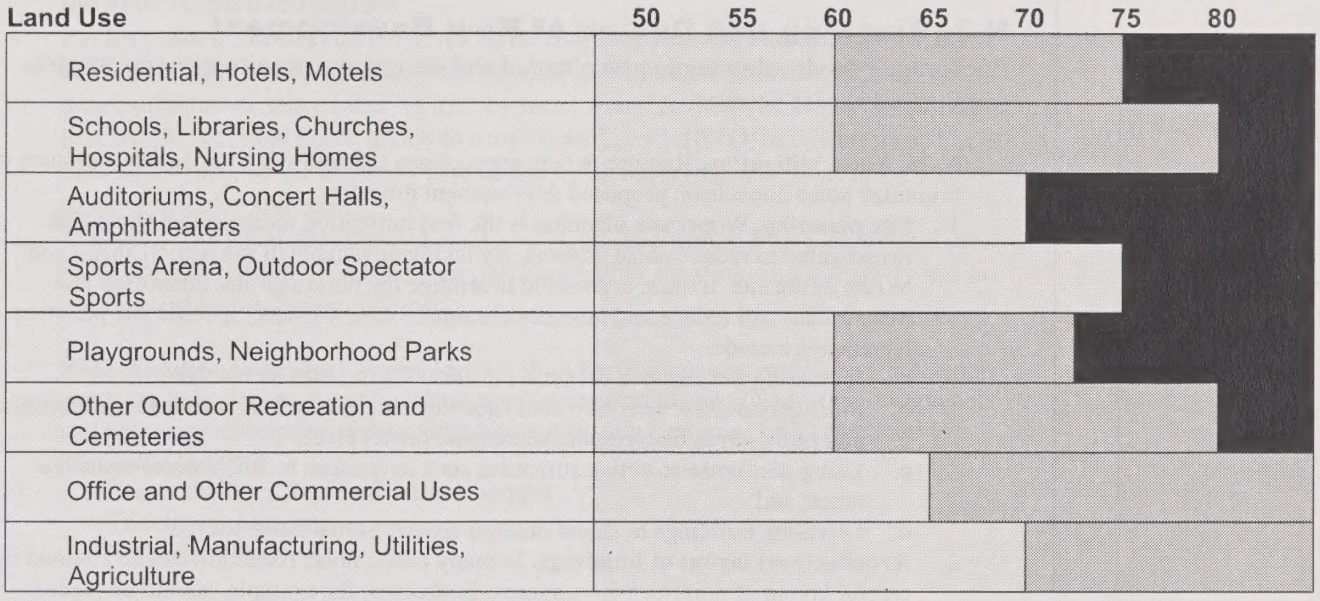
Protect people in new development from excessive noise by applying noise standards in land use decisions. Apply the Land Use Compatibility Standards (see Exhibit 31) to the siting of new uses in existing noise environments. These standards identify the acceptability of a project based on noise exposure. If a project exceeds the standards in Exhibit 31, an acoustical analysis shall be required to identify noise impacts and potential noise mitigations. Mitigation should include the research and use of state-of-the-art abating materials and technology.

N-1a. Acoustical Studies. Require acoustical studies for all new residential projects within the projected L_{dn} 60 dB noise contours (see Exhibit 31) so that noise mitigation measures can be incorporated into project design. Acoustical studies shall identify noise sources and contain a discussion of the existing and future noise exposure and the mitigation measures that may be used to achieve the appropriate outdoor and indoor noise standards.

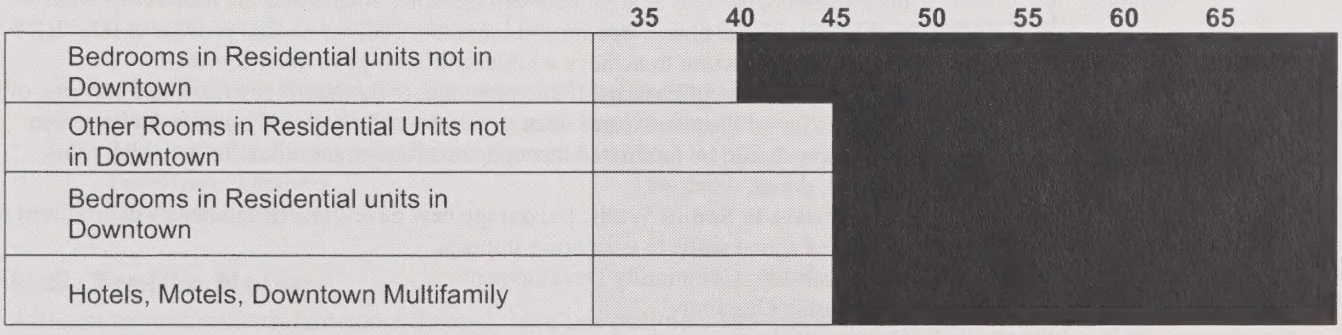
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

Exhibit 31
Land Use Compatibility Standards for New Development

Exterior Noise Exposure to the Site
L_{dn} (dB)



Interior Noise Exposure
L_{dn} (dB)



Normally Acceptable – Specified land use is satisfactory, based upon the assumption that any buildings involved are of normal conventional construction, without any special noise insulation requirements.

Conditionally Acceptable – Specific land use may be permitted only after detailed analysis of the noise reduction requirements and needed noise insulation features included in the design.

Clearly Unacceptable – New construction of development clearly should not be undertaken.

N-2. Exterior Noise Standards for Residential Use Areas.

The exterior noise standard for backyards and/or common usable outdoor areas in new residential development is up to Ldn of 60 dB. In common usable outdoor areas in Downtown, mixed-use residential, and high density residential districts, up to Ldn of 65 dB may be allowed if determined acceptable through development review.

See N1-a (Acoustical Studies).

N-3. Planning and Design of New Development.

Encourage new development to be planned and designed to minimize noise impacts from outside noise sources.

N-3a. Noise Mitigation. Require, where appropriate, the following mitigation measures to minimize noise impacts on proposed development projects:

1. **Site planning.** Proper site planning is the first mitigation measure that should be investigated to reduce noise impacts. By taking advantage of the natural shape and terrain of the site, it often is possible to arrange the buildings and other uses in a manner that will reduce and possibly eliminate noise impacts. Specific site planning techniques include:
   a. Increasing the distance between the noise source and the receiver;
   b. Placing non-noise sensitive land uses such as parking lots, maintenance facilities, and utility areas between the source and the receiver;
   c. Using non-noise sensitive structures such as garages to shield noise-sensitive areas; and
   d. Orienting buildings to shield outdoor spaces from a noise source.
2. **Architectural layout of buildings.** In many cases, noise reduction can be attained by careful layout of noise-sensitive spaces. Bedrooms, for example, should be placed away from freeways. Quiet outdoor spaces can be provided next to a noisy highway by creating a U-shaped development, which faces away from the highway.
3. **Noise Barriers.** Absorptive types of noise barriers or walls should be used to reduce noise levels from ground transportation noise sources and industrial sources. A barrier must interrupt the line of sight between the noise source and the receiver in order to reduce noise level both outdoors and indoors. A barrier should provide at least L_{dn} 5 dB of noise reduction to achieve a noticeable change in noise levels.
4. **Construction modifications.** If site planning, architectural layout, noise barriers, or a combination of these measures does not achieve the required noise reduction, then mitigation should be facilitated through construction modification to walls, roofs, ceilings, doors, windows.
5. **Alternatives to Sound Walls.** Encourage new development to identify alternatives to the use of sound walls to ease noise impacts.
   Responsibility: Community Development
   Timeframe: Ongoing
   Resources: Fees

Noise Impacts on Existing Development

N-4. Noise from New Nonresidential Development.

Design nonresidential development to minimize noise impacts on neighboring uses.

a. **Performance Standards for Uses Affecting Residential Districts.** New nonresidential development shall not increase noise levels in a residential district by more than L_{dn} 3 dB, or create noise impacts that would increase noise levels to more than L_{dn} 60 dB at the property line of the noise receiving use, whichever is the more restrictive standard.

b. **Performance Standards for Uses Affecting Nonresidential and Mixed Use Districts.** New nonresidential projects shall not increase noise levels in a nonresidential or mixed-use district by more than L_{dn} 5 dB, or create noise impacts that would increase noise levels to more than L_{dn} 65 dB (Office, Retail) or L_{dn} 70 dB (Industrial), at the property line of the noise receiving use, whichever is the more restrictive standard.

c. **Waiver.** These standards may be waived if, as determined by an acoustical study, there are mitigating circumstances (such as higher existing noise levels), and no uses would be adversely affected.

N-4a. Require Acoustical Study. Identify through an acoustical study noise mitigation measures to be designed and built into new nonresidential and mixed-use development, and encourage absorptive types of mitigation measures between noise sources and residential districts.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

N-5. Traffic Noise from New Development

Minimize noise impacts of increased off-site traffic caused by new development. Where the exterior L_{dn} is 65 dB or greater at a residential building or outdoor use area and a plan, program, or project increases traffic noise levels by more than L_{dn} 3 dB, reasonable noise mitigation measures shall be included in the plan, program or project.

N-5a. Traffic Noise Studies. Require acoustical studies to evaluate potential off-site noise impacts resulting from traffic generated by new development.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

N-6. Traffic Noise.

Attempt to minimize traffic noise through land use policies, law enforcement, and street improvements.

N-6a. Enforce Speed Limits. Enforce speed limits on roads generating numerous noise complaints.

Responsibility: Police Department
Timeframe: Ongoing
Resources: Police Department Operating Budget

N-6b. Mixed-Use. Develop land use districts to allow housing close to offices and services to reduce the amount of traffic from local trips.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

N-6c Coordination with Local and State Agencies. Coordinate with CalTrans, Marin Countywide Planning Agency, Congestion Management Agency and other agencies to achieve noise reduction along Pt. San Pedro Road, Highways 101 and 580, and the Sonoma Marin Area Rail Transit corridor.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

N-6d. Vehicle Code. Enforce the California Vehicle Code regarding noisy vehicles.

Responsibility: Police Dept.
Timeframe: Ongoing
Resources: Police Department Operating Budget

N-6e. Street Improvements. Pursue feasible cost-effective new street paving technologies to minimize traffic noise.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time

N-6f. Widening of US 101 and 580. Encourage Caltrans to mitigate highway noise impacts as a part of the US 101 widening project. Review and comment, as necessary, on any proposed sound walls in San Rafael. Encourage Caltrans to use noise mitigation measures other than walls if they can be shown to be effective. These measures may include alternative pavement types and sound-absorptive treatments on existing and future noise barriers.

Responsibility: Public Works, City Council
Timeframe: Short Term
Resources: Staff Time

See C-21a (Traffic Calming Program).

N-7. Airport/Heliport.

To the extent allowed by federal and state law, consider and mitigate noise impacts of any changes in facilities or operations that require use permit mitigations or other land use permits at the San Rafael Airport in north San Rafael and the heliport in East San Rafael (see Noise Contours for San Rafael Airport and Heliport in Exhibits 32 and 33).

See LU-2a (Development Review).

N-8. Sonoma Marin Area Rail Transit.

If a commuter rail service or other use is developed along the Sonoma Marin Area Rail Transit right-of-way, minimize noise impacts on existing development.

N-8a. Future Transitway Mitigation Measures. A detailed noise assessment and appropriate mitigation measures should be prepared for any rail project on the Sonoma Marin Area Rail Transit right-of-way. The analysis should address the City's noise standards and the Federal Transit Administrations (FTA) guidelines.

Responsibility: Community Development or Joint Powers Authority
Timeframe: Long Term
Resources: Potential Taxes (Sales)

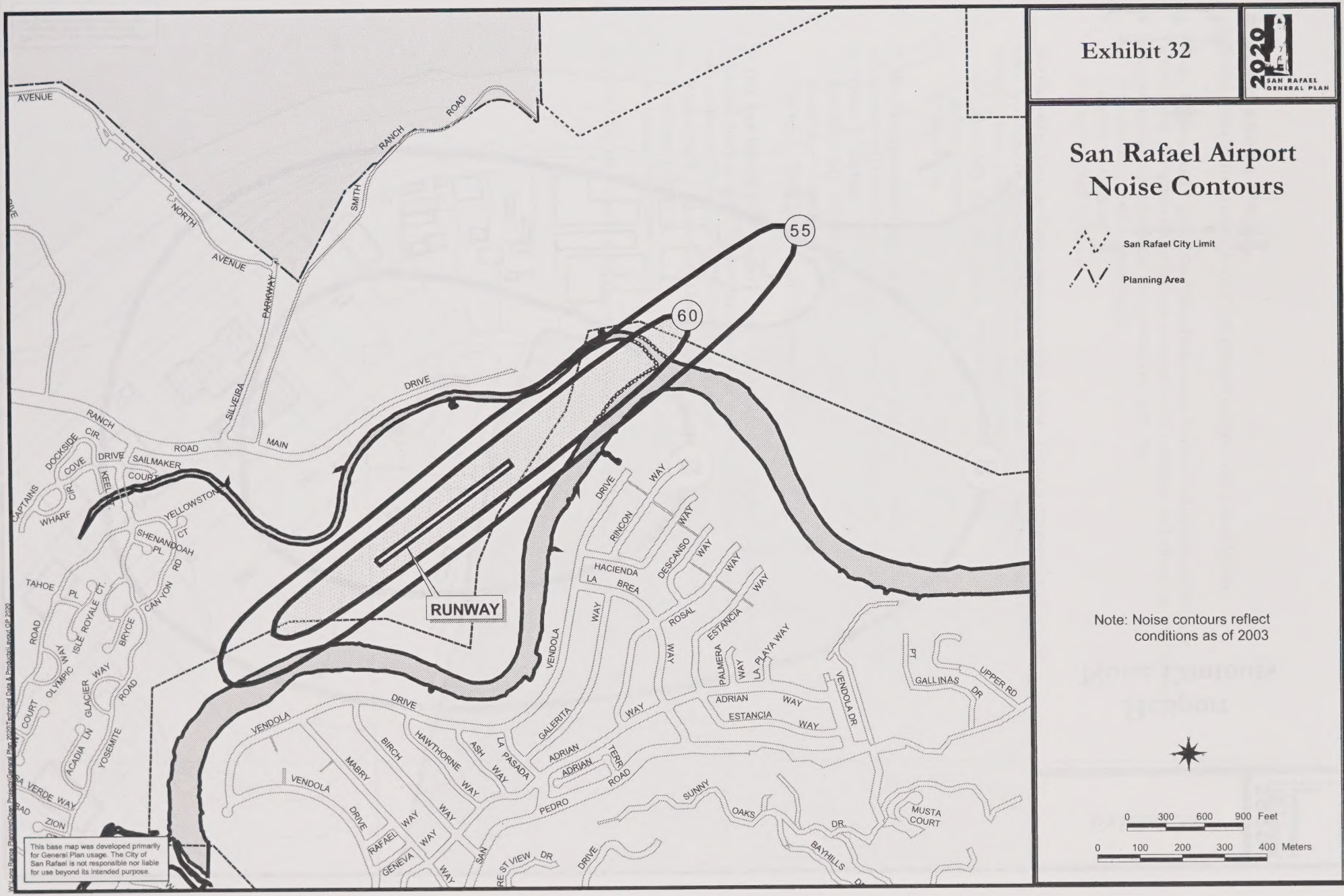


Exhibit 32
2020 SAN RAFAEL GENERAL PLAN
San Rafael Airport Noise Contours
San Rafael City Limit
Planning Area
Note: Noise contours reflect conditions as of 2003
0 300 600 900 Feet
0 100 200 300 400 Meters
55
60
RUNWAY
NORTH AVENUE
SMITH RANCH ROAD
SILVEIRA PARKWAY
MAIN RANCH ROAD
DRIVE
SAILMAKER COURT
DOCKSIDE CIR.
COVE
KEEL CIR.
CAPTAINS WHARF
YELLOWSTONE
SHENANDOAH PL.
CANYON RD
TAHOE PL.
ISLE ROYALE CT.
BRYCE ROAD
OLYMPIC WAY
GLACIER WAY
COURT
ACADIA LN
YOSEMITE ROAD
VERDE WAY
ZION
VENDOLA DRIVE
MABRY
BIRCH
HAWTHORNE WAY
ASH WAY
LA PASADA
RAFAEL WAY
GENEVA WAY
SAN PEDRO ROAD
ADRIAN TERR
GALERITA WAY
VENDOLA WAY
HACIENDA
LA BREA
RINCON WAY
DESCANSO WAY
ROSAL WAY
ESTANCIA WAY
PALMERA WAY
LA PLAYA WAY
ADRIAN WAY
ESTANCIA WAY
VENDOLA DR
PT GALLINAS
UPPER RD
SUNNY OAKS DR.
MUSTA COURT
BAYHILLS
SAN RAFAEL VIEW DR.
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

Exhibit 33

2020 SAN RAFAEL GENERAL PLAN

Heliport Noise Contours

Note: Noise contours reflect conditions as of 2003

0 100 200 300 Feet

0 100 200 300 400 Feet

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N-9. Nuisance Noise.

Minimize impacts from noise levels that exceed community sound levels.

N-9a. Enforce and Update the Noise Ordinance. Enforce and update, as necessary, the City's Noise Ordinance that addresses common noise nuisances including amplified music, outdoor mechanical equipment and construction activities.

Responsibility: Police Department
Timeframe: Ongoing
Resources: Staff Time

N-10b. Mitigation for Construction Activity Noise. Through environmental review, identify mitigation measures to minimize the exposure of neighboring properties to excessive noise levels from construction-related activity.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fee

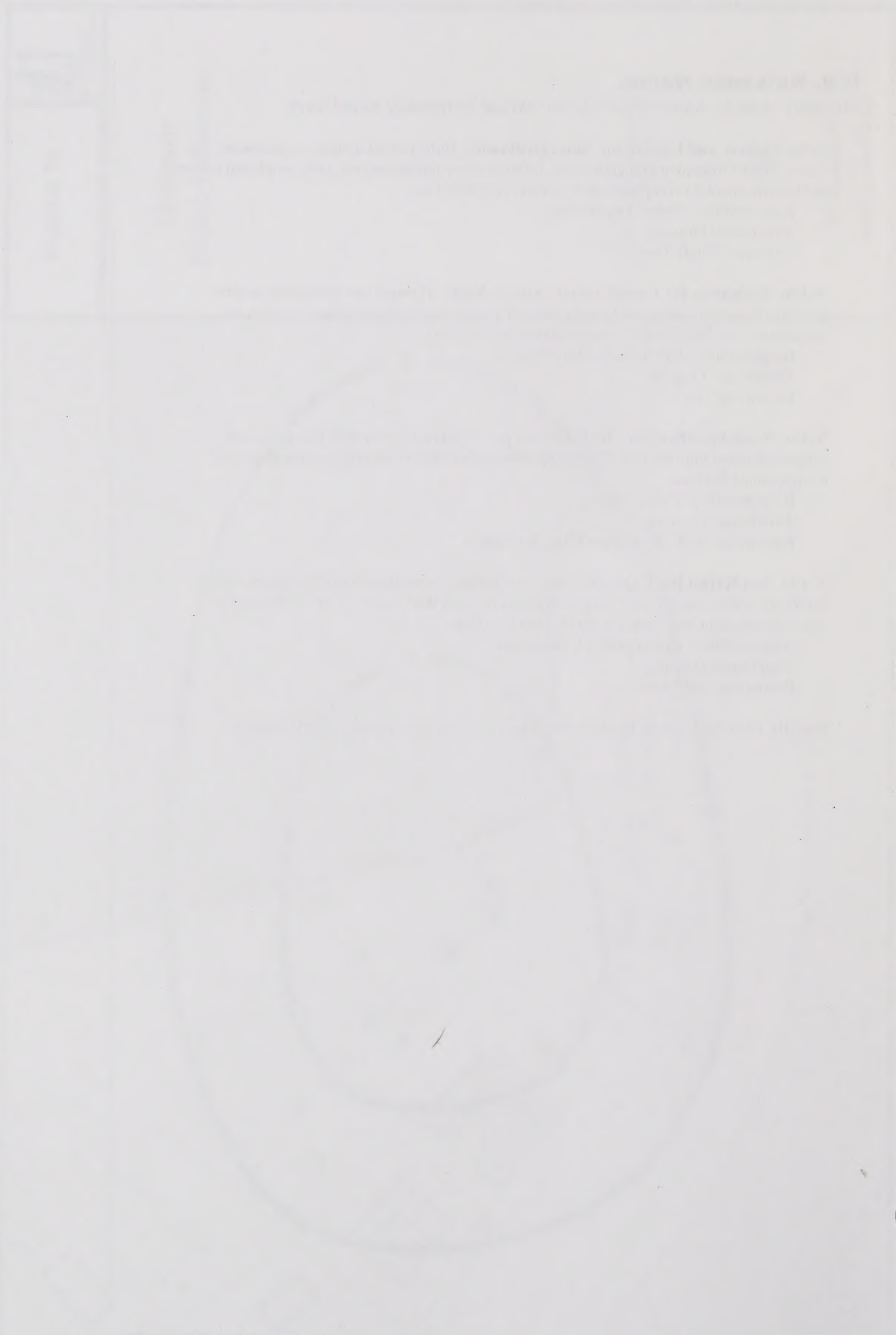
N-10c. Noise Specifications. Include noise specifications in requests for equipment information and bids for new City equipment and consider this information as part of evaluation of the bids.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Capital Improvements

N-10d. San Rafael Rock Quarry. Seek to minimize noise impacts of the quarry and brickyard operations through cooperative efforts with the County of Marin through its code enforcement and land use entitlement processes.

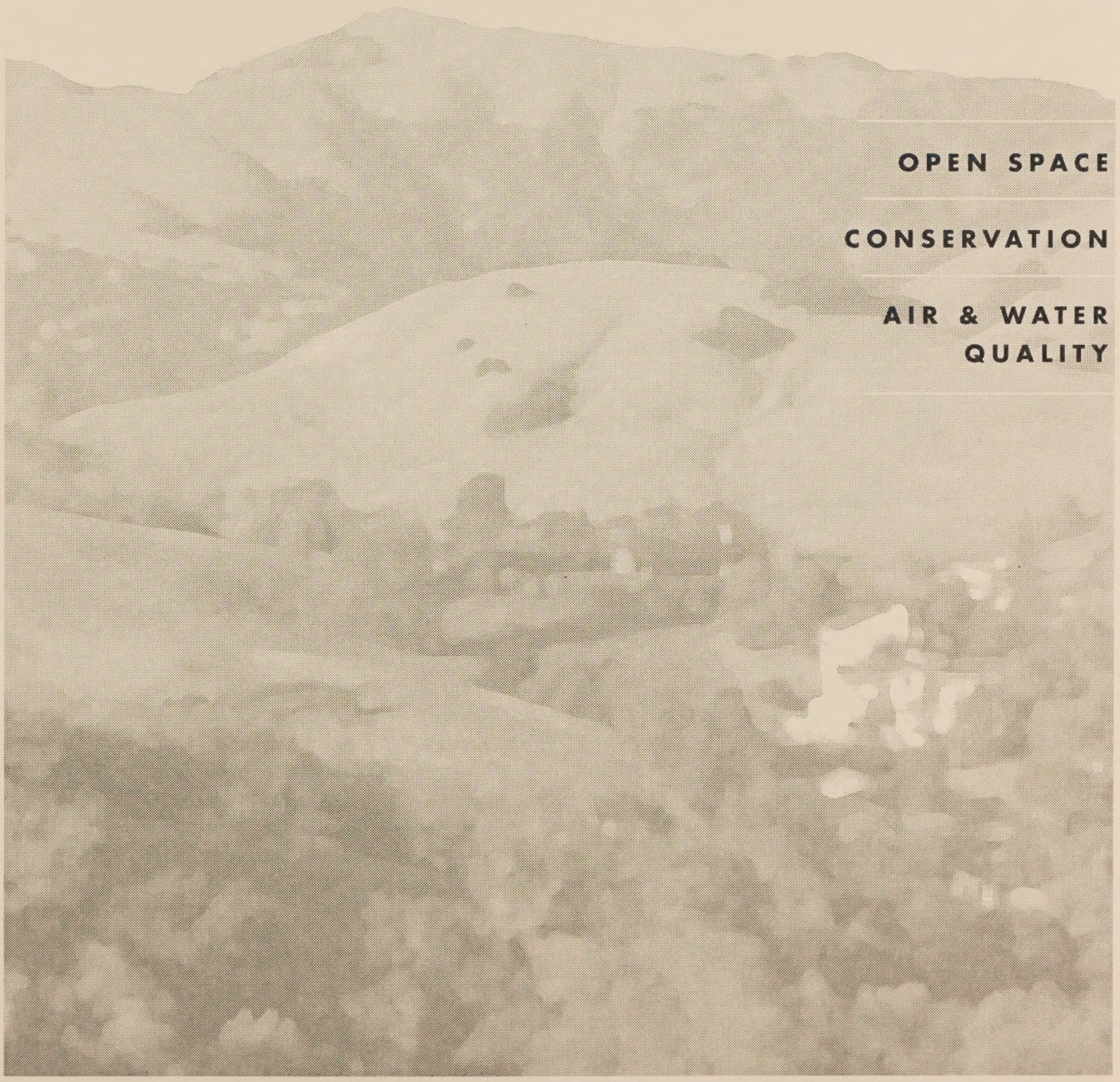
Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See NH-143a (San Rafael Rock Quarry Plan) and NH-144a (Rock Quarry Impacts).



Our Natural Resources

SAN RAFAEL
GENERAL PLAN



OPEN SPACE

CONSERVATION

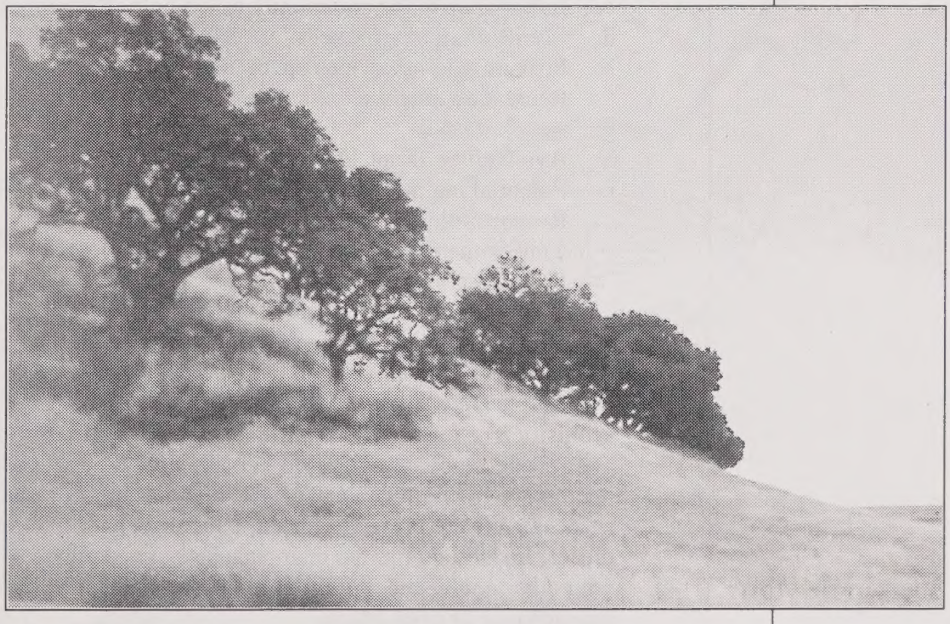
AIR & WATER
QUALITY

Open Space

Introduction

Natural features and resources have shaped both the growth and form of San Rafael and provide many of the attractive characteristics of the area. San Rafael has a significant diversity of natural features and assets that are important to preserve through land use planning. Those important resources include bay lands and water, canal frontage, streams, a ridgeline edge for the community, clean air and valuable wildlife habitat. A central concern of the General Plan, therefore, in considering the location, design, intensity and type of land uses in the City, is to continue to protect natural resource areas.

In 1972, voters approved a tax levy and the formation of the Marin County Open Space District to acquire and maintain open space, park and recreational lands. In that same year there was also a San Rafael voter-approved bond measure, where individual neighborhoods passed bonds to purchase open space in the area. With these events taking place, emphasis was given to the importance of purchasing open space for the community. Since then tremendous progress has been made in securing and protecting open space throughout the County. San Rafael has largely met its initial objectives by securing 3,285 acres of open space within the City limits and almost 7,300 acres in the Planning Area. The Marin County Open Space District has also secured considerable land in San Rafael's Planning Area. One-quarter of the land in San Rafael's Planning Area is secured open space.



Oak trees and grasslands are valuable open space habitat.

GOAL 30: PROTECTED OPEN SPACE

It is the goal of San Rafael to preserve and protect open space and the natural environment for all to enjoy. *Preservation of open space and the natural environment have been a priority for San Rafael residents for many years. Whenever possible, the natural terrain and vegetation of the community should be preserved and maintained.*

OS-1. Open Space Preservation.

Preserve, through a variety of methods, the open space areas identified in the Inventory of Potential Open Space Sites (See Appendix I). Retain and protect open space areas that serve as delineators between neighborhoods and between adjacent communities, as wildlife habitat, and as visual assets for the community. Open space areas can also function as connections between neighborhoods, for example with the creation of pathways in environmentally appropriate areas.

OS-1a. Open Space Inventory. Update the Inventory of Potential Open Space Sites. Identify and prioritize open space parcels for future protection. Maximize the use of available resources when assessing City involvement in securing open space by applying the following non-prioritized evaluation criteria:

a. Environmental health and safety issues (specifically geology and hydrology), and potential geoseismic hazards.
b. Resource Areas and Aesthetics (visual backdrop or edge, unique site features, shorelines/ridgelines, wetlands, wildlife habitat including wildlife movement corridors and habitat for endangered species).
c. Importance to the community as a whole or adjoining neighborhoods.
d. Merits of alternative uses.
e. Proximity to other open space areas.
f. Recreation potential.
g. Accessibility.
h. Availability of outside financial assistance.
i. Potential maintenance and management costs and liability exposure for the City.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time, Grants

OS-1b. Preservation Opportunities. Through the development review process, preserve open space areas identified on the Open Space Inventory. Encourage the dedication of open space areas that are adjacent to public open space. Possibilities also include acquisition of fee title or acquiring easements for preserving open space. When potential open space is not contiguous to existing public open space, the preference is to retain the open space in private ownership. When portions of a site are retained as private open space, ensure the preservation and management of that open space through appropriate means, including required maintenance, as determined though development review. Work with other public and non-profit agencies to identify sources for acquisition and maintenance of open space.

Responsibility: Community Development, Public Works, City Manager
Timeframe: Ongoing
Resources: Fees, Grants, Donations, Bonds

OS-1c. Cluster Development. As part of the development review process, encourage the clustering of development to preserve desired open space.

Responsibility: Community Development
Timeframe: Ongoing
Resources: FeesOS-2. Open Space Management.

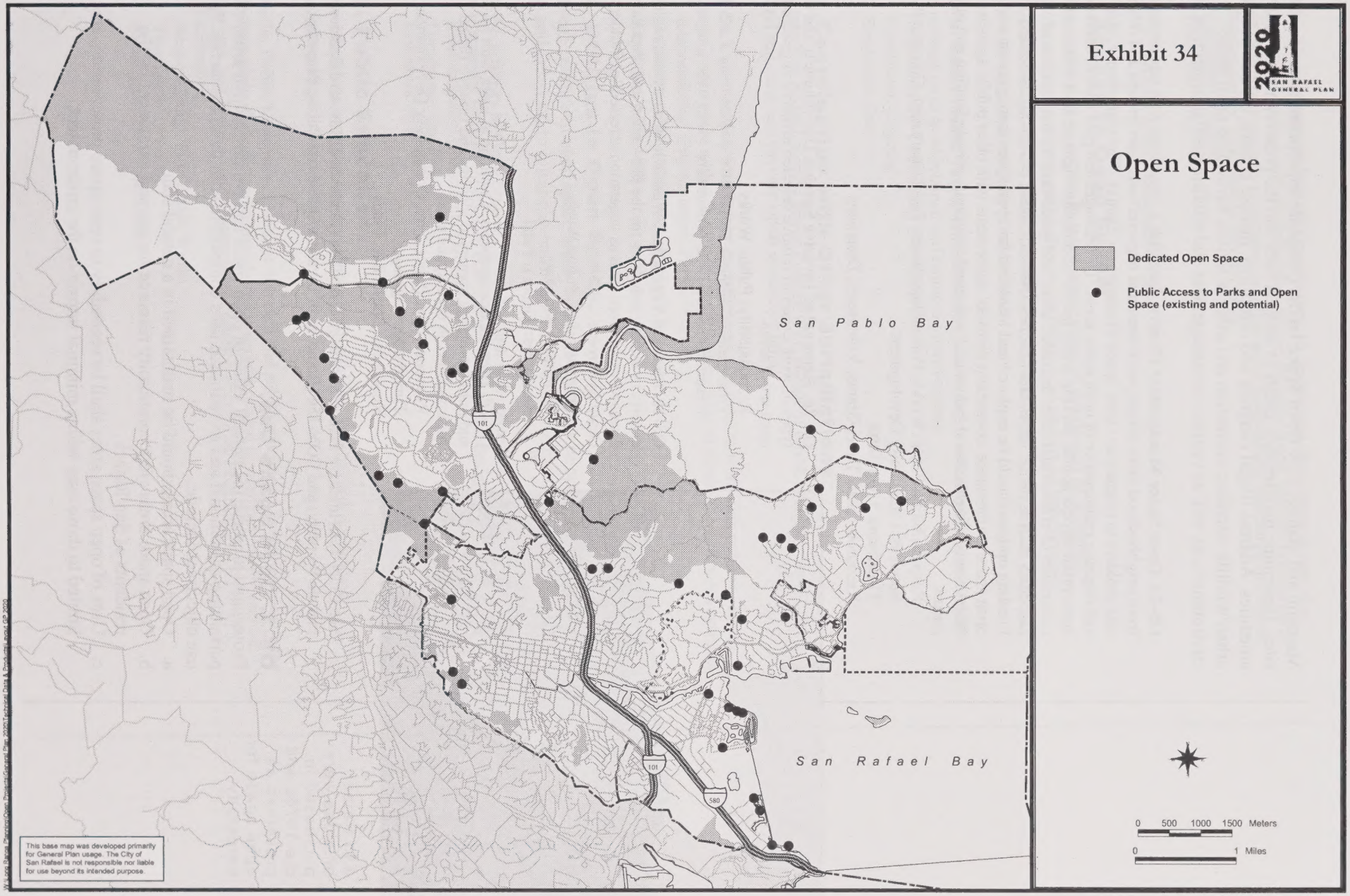
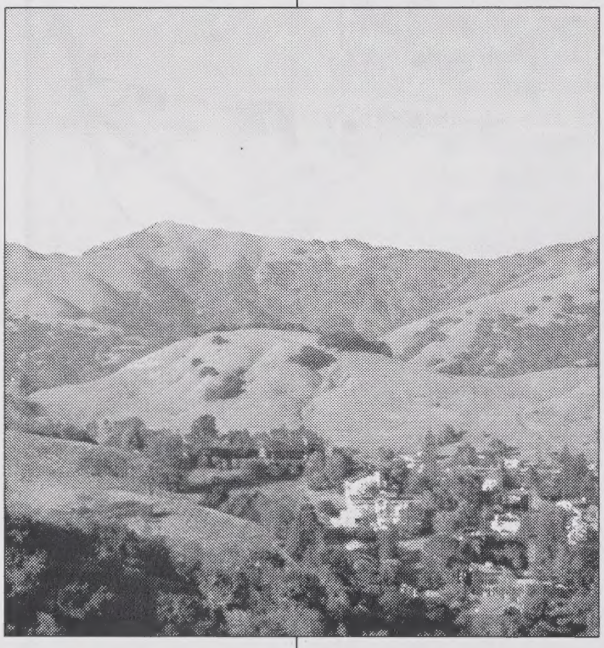


Exhibit 34
2020
SAN RAFAEL GENERAL PLAN
Open Space
Dedicated Open Space
Public Access to Parks and Open Space (existing and potential)
San Pablo Bay
San Rafael Bay
101
580
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

Maintain and manage City Open Space lands. Designate appropriate uses to specific sites. Determine maintenance needs to address uses and the preservation of natural amenities. Address illegal camping and campfires, disease control, erosion control, urban/wildlife interface, recreation and other activities harmful to open space environment, as well as vegetation management and wildlife habitat protection issues.

OS-2a. Open Space Management Plan(s). Establish a committee with representatives from neighborhood associations, environmental organizations, user groups and other stakeholders to prepare an Open Space Management Plan(s). The plan should address use and ongoing maintenance of open space areas. The management plan should address appropriate access points, parking areas, public information signage, trail extensions, restoration of erosion and other degraded areas, and guidelines for the location of amenities such as picnic tables and benches. Amend zoning provisions as needed. Funding options should be explored and identified for open space management such as open space maintenance assessment districts, agreements with other public agencies for maintenance, neighborhood "adoption," volunteer programs, private funding and other means.

Responsibility: Public Works, Police Department, Fire Department, Community Services, Community Development
Timeframe: Long Term
Resources: Staff Time, Grants, Volunteers, Donations



San Rafael hillsides were purchased in the 1970s and preserved as open space for perpetuity.

OS-2b. Removal of Invasive Species. Use volunteer and other types of work crews to remove selected invasive vegetation from open space areas.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Volunteers

OS-2c. Diseased Vegetation. Work with County and regional experts in finding solutions for the prevention and disposal of diseased vegetation, such as vegetation affected by Sudden Oak Death Syndrome.

Responsibility: Public Works
Timeframe: Ongoing
Resources: General Fund

OS-2d. Illegal Encampments. Continue to work with private and public property owners to identify and remove illegal encampments in open space areas.

Responsibility: Police, Fire, Community Development
Timeframe: Ongoing
Resources: Staff Time, Fines

See CON-15a (Invasive Plant Ordinance), CON-15b (Removal of Invasive Species on Private Property) and CON-15c (Removal of Invasive Species on Public Property).

OS-3. Open Space Use.

Protect and preserve the natural value of open space and wildlife habitat areas while permitting educational and recreational uses compatible with these resources. Specific use objectives include:

a. Open space areas should be maintained in a natural state.
b. Open space areas are a community resource for use and enjoyment by the residents of San Rafael.
c. Uses of open space areas shall be secondary to open space preservation, and limited to those uses with a minimal impact on the environment.

OS-3a. Management of Private Open Space. In designating open space as part of a development project or with the dedication of land for open space, identify limitations to uses in those areas, such as restrictions on ornamental landscaping, structures and fences.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See OS-2a (Open Space Management Plans).

OS-4. Access to Open Space.

Encourage provision of access to open space areas in the design of adjacent development. Secure access paths shown on Exhibit 34 as part of subdivision approvals and design access paths to avoid or minimize neighborhood and user conflicts with sensitive wildlife habitat areas.

OS-4a. Access Points. Through the development review process, identify access points and parking areas to be retained and required improvements.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

OS-5. Coordination with Other Jurisdictions.

Coordinate San Rafael's open space system with adjacent cities, Marin County, the State, and regional and private open space systems.

OS-5a. Coordination with Other Jurisdictions. Continue to work with public agencies managing open space within the San Rafael Planning Area to ensure a coordinated system.

Responsibility: City Manager, Public Works
Timeframe: Ongoing
Resources: Staff Time

OS-6. Utilities in Open Space.

Discourage utilities in open space areas. Necessary utilities in open space should be located and designed to minimize harm to the area's environmental and visual quality.

OS-6a. Utilities in Open Space. Use zoning ordinance provisions and the design and environmental review processes to evaluate the location and design of public utilities.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

OS-7. Public Education.

Provide education programs to residents about wildlife, fire hazard, watershed protection and open space habitat.

OS-7a. Public Education. Continue outreach and public education. Examples include the dissemination of educational materials and programs related to wildland fire prevention, feral cats, and Marin County Stormwater Pollution Prevention Program (MCSTOPPP) requirements.

Responsibility: Fire, Public Works
Timeframe: Ongoing
Resources: Staff Time, Grants

Conservation

Introduction

Conservation helps prevent the wasteful destruction and neglect of San Rafael's natural resources, particularly scarce resources. The City recognizes that natural resources must be maintained for their economic and recreational use as well as for their ecological value. The Conservation Element policies address water, air quality and wildlife and cover the topics of Wetlands; Diked Baylands; Creeks and Drainageways; Native Plants, Animals and Habitat; and Resource Management.

San Rafael's Habitats

San Rafael is rich with diverse habitats, such as creeks and drainageways, seasonal freshwater wetlands, tidal wetlands and riparian areas that are valued resources for San Rafael's wildlife. Protection, restoration or enhancement of damaged habitats is important for the continued health of San Rafael's natural environment.

Habitats have been damaged by the spread of non-native invasive plants. The City must build on its efforts to manage undesirable invasive species. Landscaping with native species should be encouraged for restoration projects.

Protection of the creeks and drainageways and wetlands, and the plants and animals that live in and near them, can be achieved by managing public access along these areas and by minimizing encroachment by new development to only that which is unavoidable. This can be accomplished by preserving buffer areas along creeks and drainageways, associated riparian areas and wetlands. Another way to protect creeks is to improve public access points so that uncontrolled foot traffic does not damage these sensitive habitats.

The endangered Salt Marsh Harvest Mouse in his (or her) Pickleweed habitat.

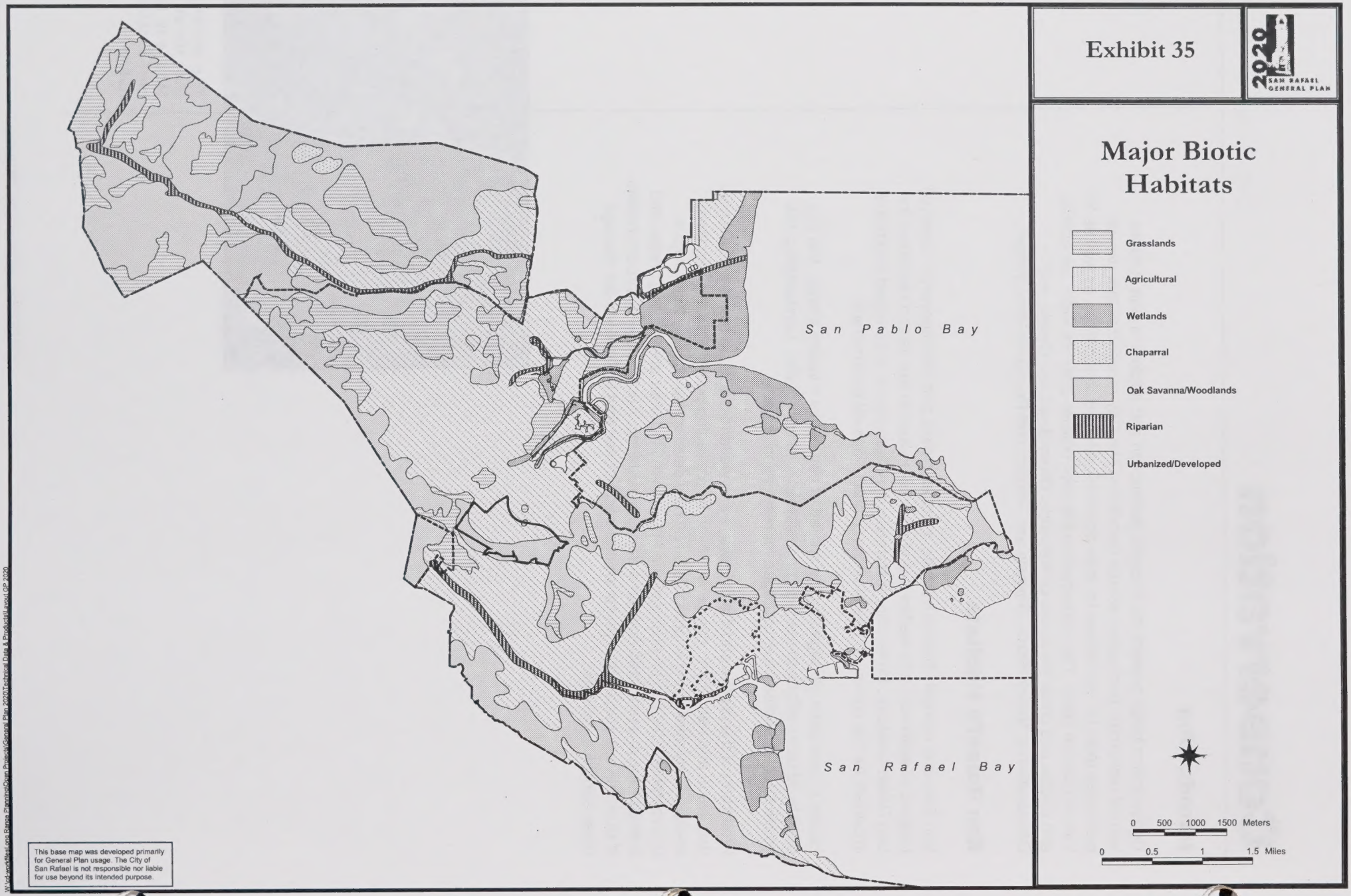


Exhibit 35
2020
SAN RAFAEL GENERAL PLAN
Major Biotic Habitats
Grasslands
Agricultural
Wetlands
Chaparral
Oak Savanna/Woodlands
Riparian
Urbanized/Developed
San Pablo Bay
San Rafael Bay
0 500 1000 1500 Meters
0 0.5 1 1.5 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.
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GOAL 31: PROTECTED HABITAT

It is the goal of San Rafael to have enhanced habitat for native plants and animals, and special protection for species that are listed as threatened or endangered.
San Rafael is rich in wildlife and native plant habitats, such as wetlands, creeks, shorelines, oak woodlands and riparian areas, as well as wildlife corridors between them, and these habitats are being protected or restored as necessary.

CON-1. Protection of Environmental Resources.

Protect or enhance environmental resources, such as ridgelines, wetlands, diked baylands, creeks and drainageways, shorelines and habitat for threatened and endangered species.

CON-1a. Plans for Environmental Protection. Complete the implementation of Mahon Creek Final Conceptual Plan and the Shoreline Park Master Plan.
Responsibility: Public Works
Timeframe: Long Term
Resources: Grants, Contributions

See LU-2a (Development Review).

Marshlands are valuable habitat for many local and migratory birds.

Wetlands

Wetlands are defined as: "Those areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas." Wetlands are fragile, natural resources subject to flooding, erosion, soil-bearing capacity limitations and other hazards. In addition they are resources of special significance due to the modulation of flood waters, water quality and habitat functions they perform, and resulting values identified by man such as control of flood velocities, floodwater storage, floodwater passage, aquifer recharge, erosion control, pollution control, wildlife habitat, education, scientific study, open space and recreation.

CON-2. Wetlands Preservation.

Require appropriate public and private wetlands preservation, restoration and/or rehabilitation through compensatory mitigation in the development process for unavoidable impacts. Support and promote acquisition of fee title and/or easements from willing property owners.

CON-2a. Wetlands Overlay District. Continue to implement wetlands policy through the Wetlands Overlay zoning district and development review.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See also OS-1a (Open Space Inventory), OS-1b (Preservation Opportunities), and OS-1c (Cluster Development).

CON-3. Unavoidable Filling of Wetlands.

Loss of wetlands due to filling should be avoided. Any request for fill must demonstrate that the proposed fill cannot be avoided. If fill is unavoidable, there shall be a compensatory minimum of 2:1 ratio of wetlands created or restored, on-site or off-site. The City may waive this policy for fill of a small (0.1 acre or less), hydrologically isolated wetland (surface water) or drainageway provided that the wetland or drainageway is not within or connected to historic drainages and provided that the applicant is in compliance with requirements of other agencies that regulate wetlands.

Wetland Definitions

Wetland Restoration – To bring a wetland back into existence in an area where wetlands had historically occurred, but were lost due to the actions of man or through natural process.

Wetland Enhancement – The modification of a natural or created wetland to enhance one or more functions. Enhancement of some wetland functions may negatively affect other functions.

Wetland Creation – To bring a wetland into existence, whether by accident or intentionally, where none existed previously; this includes the creation of wetlands for mitigation, habitat, and water quality purposes.

Mitigation – Actions taken to avoid, reduce, or compensate for the effects of human-induced environmental damage.

a. **Creation of Wetlands**. The creation of wetlands shall be (1) of a similar habitat type to that of the existing wetlands and (2) of at least equal functional quality. The wetlands should be created or restored on or adjacent to the site, where possible. If on-site creation is infeasible due to technical constraints, compensatory habitat may be created off-site, preferably in the same drainage basin. Restoration of former filled, drained or diked wetland habitat is preferred over creation of wetlands on lands that were historically uplands. Plans for this habitat shall be prepared by a qualified wetland restoration ecologist in consultation with appropriate federal and state resource agencies. Mitigation plans shall require an annual monitoring for a period of time as specified by a qualified biologist to determine mitigation success. Contingency measures to deal with the potential for a lack of success should also be included in the plan.

b. **Timing of Restoration or Creation**. Restoration or creation of wetlands should be completed prior to construction of the development. Where construction activities would adversely impact wetland restoration or creation, wetlands restoration or creation may completed after construction of the development, as determined through development review.

CON-3a. Project Mitigation. Continue the City's practice of requiring mitigation for projects that would affect wetlands, in conjunction with recommendations of State and Federal agencies.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

CON-4. Wetland Setbacks.

Maintain a minimum 50-foot development-free setback from wetlands, including, but not limited to, paving or structures. Setbacks of greater than 50 feet may be required on lots of two or more acres as determined through development review. The City may waive this requirement for minor encroachments if it can be demonstrated that the proposed setback adequately protects the functions of the wetland to the maximum extent feasible and resulting values to the satisfaction of the City after review by the appropriate regulatory agencies.

See CON-2a (Wetlands Overlay District).

CON-5. Diked Baylands.

Protect seasonal wetlands and associated upland habitat contained within undeveloped diked baylands, or restore to tidal action. Support and promote acquisition from willing property owners.

See LU-2a (Development Review).

CON-6. Creek and Drainageway Setbacks.

Require development-free setbacks, except for specific access points as approved per policy CON-7 (Public Access to Creeks), from existing creeks and drainageways that will maintain the functions and resulting values of these habitats. Appropriate erosion control and roadway crossings may encroach into the development setback. In the absence of vegetation, promote new growth of natural habitat.

a. **Creek Setback.** Maintain a minimum 25-foot development-free setback from the top of creek banks for all new development (including, but not limited to, paving and structures), except for Miller Creek and its tributaries, where a minimum 50-foot setback shall be maintained. Setbacks up to 100 feet may be required on lots or development projects two or more acres in size where development review determines a wider setback is needed to maintain functions and resulting habitat values and in areas where high quality riparian habitat exists.

Diked Baylands

Diked baylands serve as a buffer between urban and tidal areas and contribute to improved water quality in the Bay by trapping or removing pollutants from runoff and wastewater. They also act as interim storage basins for stormwater runoff and flood waters that coincide with high tides, buffer land areas from storms, high tides and erosion; habitat areas for threatened and endangered species; and can serve as possible mitigation areas. Their partial or complete flooding in the winter rainy season provides needed shallow wetland habitat for many species and flocks of migratory ducks and shorebirds.

Creeks and Drainageways

Creeks are perennial or intermittent watercourses that have defined bed and bank, i.e., the channel bed is incised into the substrate. Creeks are identified on Exhibit 36, based on the latest United States Geologic Survey (USGS) topographic maps. Creeks, with a defined bed and bank and with an unbroken riparian corridor of 50 feet or more not shown on the map are presumed to exist, and shall be identified through project review and protected under the policies of this plan.

Drainageways are open drainage swales, or localized depressions that lack defined banks where intermittent or ephemeral runoff may concentrate, and open improved drainage channels with stabilized or improved banks. Drainageways do not support significant riparian habitat. Drainageways exist throughout San Rafael. During the development review process, drainage capacity and habitat value of any drainageways on a site shall be assessed, and appropriate setbacks determined.

The City may waive this requirement for minor encroachments if it can be demonstrated that the proposed setback adequately protects the functions of the creek to the maximum extent feasible and resulting values to the satisfaction of the City after review by the appropriate regulatory agencies.

b. **Drainageway Setbacks**. Drainageway setbacks shall be established through individual development review, taking into account existing habitat functions and resulting values.

CON-6a. Municipal Code Compliance. Ensure that the San Rafael Municipal Code complies with local, state, and federal regulatory agencies requirements for erosion control.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Short Term

See LU-2a (Development Review).

CON-7. Public Access to Creeks.

Provide pedestrian access to points along creeks throughout the City where such access will not adversely affect habitat values.

CON-7a. Creek Access Points. Proactively identify and create desirable access points to creeks on public lands.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

CON-7b. Public Access. Through the development review process, identify and secure areas appropriate for access points to creeks.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

CON-7c. Website Publicity. Use the City's website to publicize information about protecting and accessing San Rafael's creeks and waterways.

Responsibility: Community Development, Public Works
Timeframe: Long Term
Resources: Staff Time

CON-7d. Creek Signage. Develop a program to provide attractive signage identifying creeks.

Responsibility: Public Works
Timeframe: Long Term
Resources: Staff Time

See LU-2a (Development Review).

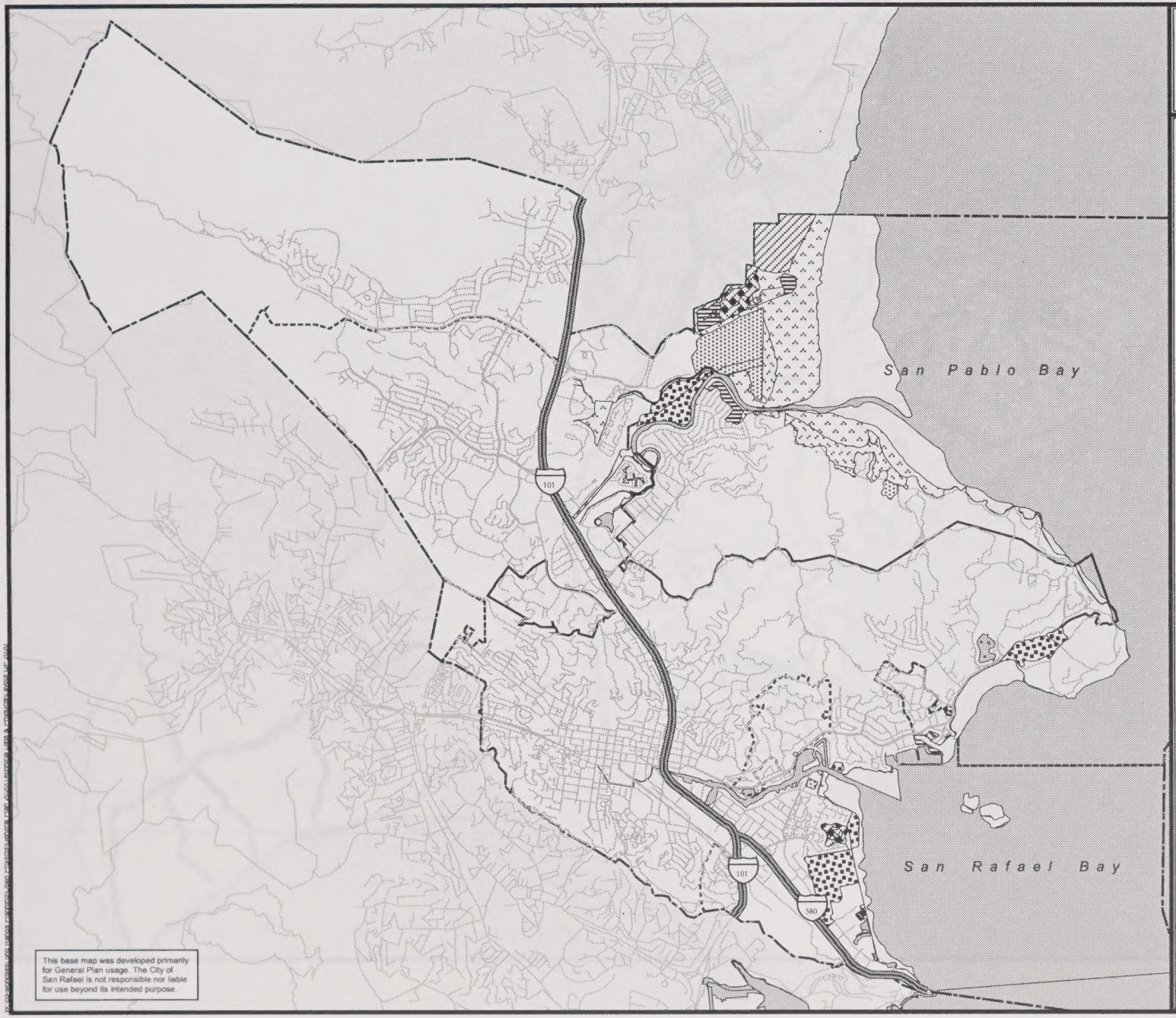

Exhibit 36

2020 SAN RAFAEL GENERAL PLAN

Baylands

- Bay Flat
- Channel Flat
- Diked Marsh
- Farmed Bayland
- Managed Marsh
- Muted Tidal Marsh
- Old High Tidal Marsh
- Ruderal Bayland
- Storage or Treatment Basin
- Young High Tidal Marsh
- Bay Waters

NOTE: This Exhibit shows information about baylands available from the San Francisco Estuary Institute. For detailed site environmental information, see Exhibit 34 'Major Biotic Habitats'.

Source: San Francisco Estuary Institute, 1999

0 500 1000 1500 Meters

0 1 Miles

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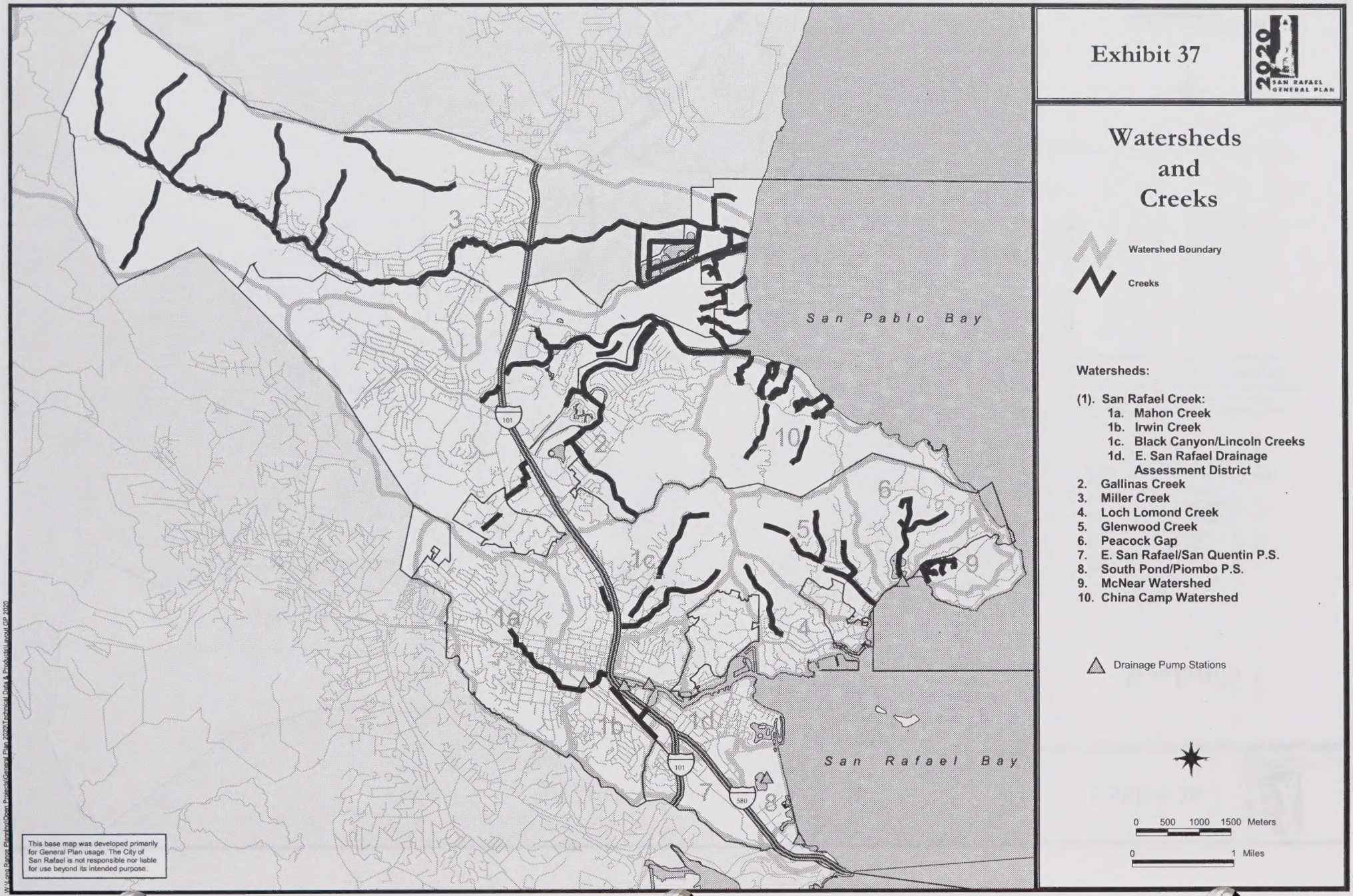


Exhibit 37
2020
SAN RAFAEL GENERAL PLAN
Watersheds and Creeks
Watershed Boundary
Creeks
San Pablo Bay
San Rafael Bay
Watersheds:
(1). San Rafael Creek:
1a. Mahon Creek
1b. Irwin Creek
1c. Black Canyon/Lincoln Creeks
1d. E. San Rafael Drainage Assessment District
2. Gallinas Creek
3. Miller Creek
4. Loch Lomond Creek
5. Glenwood Creek
6. Peacock Gap
7. E. San Rafael/San Quentin P.S.
8. South Pond/Piombo P.S.
9. McNear Watershed
10. China Camp Watershed
Drainage Pump Stations
0 500 1000 1500 Meters
0 1 Miles
This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

CON-8. Enhancement of Creeks and Drainageways.

Explore enhancement of, and support continuous upgrades to, drainageways to serve as wildlife habitat corridors for wildlife movement and to serve as flood control facilities to accommodate storm drainage. Require creek enhancement and associated riparian habitat restoration/creation for projects adjacent to creeks to maintain storm flows, reduce erosion and maintenance and improve habitat values, where feasible.

CON-8a. Creek Restoration. Encourage and support efforts by neighborhood associations, environmental organizations and other interested groups to fund creek enhancement, restoration and maintenance programs.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

CON-8b. Tree Retention. Retain trees along creeks, where possible, for preservation of riparian habitat and to inhibit growth of algae.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

See LU-2a (Development Review).

Native Plants, Animals and Wildlife Habitat

Vegetation, fish, and wildlife habitat are essential to the community of San Rafael. As development pressures grow, the need for preservation of the valuable diversity of species becomes increasingly important. The San Rafael Planning Area contains several habitat areas of major importance including oak woodlands, riparian, the open waters of the San Francisco Bay and wetlands. These communities support a complex diversity of fish and wildlife species. A number of sensitive plant and animal species have either been observed within the Planning Area, or are known to occur within the region.

The City recognizes the ecological, scientific, aesthetic and cultural values of without undue disturbance. Protection of threatened and endangered species shall also extend to habitat that might reasonably be expected to support populations of those species, consistent with the requirements of state and federal law. The City recognizes the need to contribute to the protection of native plants and animals, and their habitats, before their populations are so low that they must be listed as threatened or endangered under the state and federal endangered species acts and will provide protection to special status species. Examples of the sensitive plant and animal species are: the California Black Rail, the California Clapper Rail, the Salt Marsh Harvest Mouse, the Central California Coast Steelhead and the Marin Western Flax.

The endangered Clapper Rail is a secretive resident of the Bay marshes.

CON-9. Native and/or Sensitive Habitats.

Protect habitats that are sensitive, rare, declining, unique or represent a valuable biological resource.

CON-9a. Steelhead Habitat. Support efforts to restore, preserve or enhance Central California Coast Steelhead habitat in Miller Creek and other creeks.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

CON-9b. Feral Cats. To protect habitats, especially for birds and small animals, continue to fund programs of the Marin Humane Society including those to reduce the population of feral cats.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time

See CON-15a (Invasive Plant Ordinance), OS-2b (Removal of Invasive Species), and LU-2a (Development Review).

CON-10. Impacts to Sensitive Habitats.

Minimize impacts to sensitive natural habitats through careful planning. Require compliance with applicable laws and regulations.

CON-10a. Oak Savanna/Woodland Habitat Protection. Require that proposed developments with potential impacts to oak savanna/woodland habitat to either avoid, minimize, or compensate for the loss of oak savanna/woodland habitat. Avoidance would be the preferred measure where feasible. If it is deemed that an impact is unavoidable, minimization of direct and indirect impacts or compensation through habitat restoration, creation, or enhancement would be required.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See LU-2a (Development Review).

CON-11. Wildlife Corridors.

Preserve and protect areas that function as wildlife corridors, particularly those areas that provide natural connections permitting wildlife movement between designated sensitive habitats.

See LU-2a (Development Review).

CON-12. Preservation of Hillsides.

Encourage preservation of hillsides, ridgelines and other open areas that serve as habitat and erosion protection as well as visual backdrops to urban areas.

CON-12a. Hillside Design Guidelines. Continue to implement the Hillside Design Guidelines.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See CD-5a (Views) and CD-6a (Hillside Design Guidelines).

CON-13. Threatened and Endangered Species.

Preserve and protect threatened and endangered species of plants and animals formally listed consistent with the state and federal endangered species acts including protection of their habitat.

CON-13a. List of Species. Maintain a current list of threatened and endangered and special status species.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See LU-2a (Development Review).

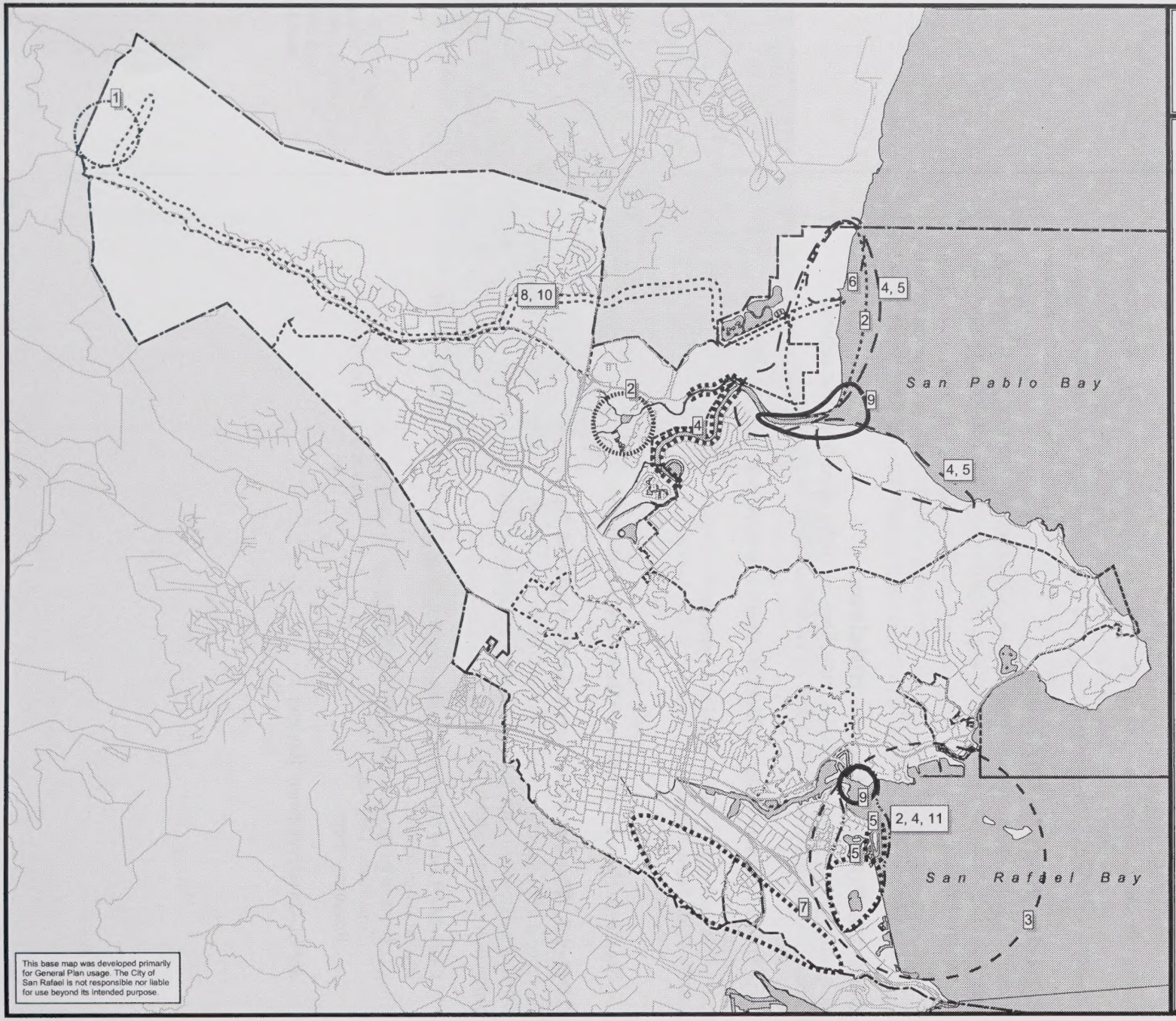


Exhibit 38

2020 SAN RAFAEL GENERAL PLAN

Threatened and Endangered Species

1. Marin Western Flax*
2. California Black Rail*
3. California Brown Pelican*
4. California Clapper Rail*
5. Salt Marsh Harvest Mouse*
6. Soft Bird's-beak**
7. White Rayed Pentachaeta**
8. Steelhead Central Calif. Coast**
9. Tidewater Goby**
10. California Red-legged Frog**
11. Western Snowy Plover**

*NOTE: The locations shown on this map are generalized and are intended to show the approximate areas where the species is located based on past and current observations, CNDDB accounts, and the presence of suitable habitat.

** NOTE: The locations shown on this map are generalized and are intended to show the approximate areas where the species is likely to be found based on presence of suitable habitat. The species was not currently observed within these areas, but it may reasonably be expected to occur in the general area.

Sources:
California Natural Diversity Data Base (CDFG 2001)
Endangered and Threatened Wildlife and Plants (USFWS 2001)
Annual Report on the Status of California State Listed Threatened and Endangered Animals and Plants (CDFG, 2000)
Jean Starkweather (2003)

0 500 1000 1500 Meters

0 1 Miles

This base map was developed primarily for General Plan usage. The City of San Rafael is not responsible nor liable for use beyond its intended purpose.

CON-14. Special Status Species.

Preserve and protect special status plants and animals, including candidate species for listing under the state and federal endangered species acts, California species of special concern, California Native Plant Society List 1B plants, and other species protected under provisions of California Fish and Game Code.

CON-14a. Surveys. Require that vacant sites be surveyed for the presence or absence of relevant special status species prior to development approval.

Responsibility: Community Development,
Timeframe: Ongoing
Resources: Staff Time

CON-14b. Minimization. Require that where impacts to special status species are deemed unavoidable, potential impacts to the identified species are minimized through design, construction, and operation of the project. Compensation measures could include on-site set asides or off-site acquisitions (e.g. conservation easements, deed restrictions, etc.) that would be required if project impacts result in direct loss or indirect impacts that cannot be mitigated in other ways. This might also involve species-specific enhancement restoration efforts for the mitigation lands.

Responsibility: Community Development,
Timeframe: Ongoing
Resources: Staff Time

See LU-2a (Development Review).

CON-15. Invasive Non-Native Plant Species.

Remove and control selected undesirable invasive non-native plant species from City-owned open space and road right of ways, and encourage the removal and control of these invasive plant species from non-City owned ecologically-sensitive areas.

CON-15a. Invasive Plant Ordinance. Consider the legality, feasibility and enforceability of an Invasive Plant Ordinance addressing the removal of invasive species on private and public properties. As part of the ordinance, evaluate the benefits and impacts of using herbicide on invasive species where there are no other feasible controls.

Responsibility: City Attorney, Community Development,
Timeframe: Long Term
Resources: Staff Time

CON-15b. Removal of Invasive Species on Public Property. Institute a program to remove invasive plant species on public properties. Consider the use of volunteers and private organizations to assist in this effort.

Responsibility: Public Works, Fire
Timeframe: Long Term
Resources: Staff Time, Volunteers, Partnerships

See LU-2a (Project Review) and OS-2b (Removal of Invasive Species).

CON-16. Landscape with Native Plant Species.

Encourage landscaping with native and compatible non-native plant species, especially drought-resistant species.

CON-16a. Distribution of Information. Distribute Marin Municipal Water District and other organizations' educational materials about native plant landscaping.

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Staff Time

GOAL 32: RESOURCES USED WISELY

It is the goal of San Rafael to have conservation and management of resources. *Landfill capacity, energy, water and other resources are limited in the Bay Area. Residents and businesses should minimize resource use and waste through environmentally sound practices, such as recycling and use of reclaimed water.*

Introduction

Conservation is the wise management of renewable and non-renewable resources to prevent unnecessary waste, destruction or neglect of resources, such as landfill capacity, energy, and water.

Utilities Facilities

Pacific Gas and Electric Company (PG&E) provides gas and electric utilities to the planning area and Marin Municipal Water District (MMWD) provides San Rafael with its water supply. Solid waste disposal service is provided by Marin Sanitary Service, and the Marin Recycling and Resource Recovery Association provide curbside recycling collection service.

PG&E expects that the relatively gradual residential and commercial growth projections for San Rafael would not cause a significant impact on the utility's ability to provide service. Construction of major new electric distribution facilities would not be needed to meet the projected electrical demands. In addition, the infill development anticipated would require less energy in an ongoing basis.

The Redwood Landfill is currently permitted a maximum landfill capacity of 19.1 million cubic yards. Remaining capacity is estimated to be 12.9 million cubic yards, and it is currently permitted to remain open until 2039.

Energy Conservation

Supplies of non-renewable energy resources, such as petroleum, natural gas and other fossil fuels, are finite and, therefore, considered scarce in the long term. Renewable energy resources, such as solar and geothermal energy, have been available for decades. With technological advances, increasing concerns about the potential for supply disruption and the rising costs of conventional resources, renewable energy resources are an attractive alternative for homes and businesses.

Energy conservation is viewed as an energy resource, since the efficient use of energy allows our energy supplies to be consumed at a slower rate. Energy conservation includes such measures as turning off lights and equipment when not needed, planting trees that shade buildings during the summer and using fuel-efficient vehicles.

Reducing demand and reducing wasted energy can be accomplished through residential, commercial, and industrial programs designed to educate the consumer about options for energy conservation, and energy-efficient site and architectural

design. Transportation-related measures that lead to energy conservation might include urban design and land use patterns that reduce trip lengths, thereby reducing fossil fuel consumption.

Water Conservation

Potable water, or drinking water, is provided by the Marin Municipal Water District (MMWD). Water is a limited natural resource that is dependent upon rainfall. MMWD relies on sources within Marin County and water imported from the Russian River for domestic and commercial consumption, as well as for fire protection and irrigation of landscaping. Reuse and conservation of water throughout the year helps to provide a reliable source and reduces the need and cost of securing out-of-area supplies.

Examples of water conservation measures include aerators for faucets and showerheads, low-flow toilets, irrigation system timers and monitors, drought-tolerant landscaping, and water-efficient dishwashers and washing machines. Water also can be recycled: car washes, commercial laundries and air-conditioning towers are candidates for reuse (the major use of recycled water is landscaping with gray water).

Reduce, Reuse, Recycle

Reducing, reusing and recycling resources save raw materials. Reduction refers to use of less of a resource material, such as the purchase of products with minimal packaging; reuse of a product involves the reapplication of a used product additional times before disposal, such as donating clothes to a charitable organization; recycling involves the reprocessing of the used product into the same or new product, such as reprocessing of used paper into newsprint.

Conserving processes also save energy, since less energy is used than in the mining/harvesting, processing and transport of finished product. This is true of all resource types, from the commonly recycled items, such as glass, paper, aluminum, and tin, to fossil-fuel-based resources, such as plastics and automobile-related waste oils. Reduction of waste has been an issue in California due to the limited amount of land available for landfills, however, Marin County leads the State in recycling and waste stream reduction. Residents, businesses and government should do all that is possible to reduce, reuse and recycle materials.

Mineral Resources

The San Rafael Rock Quarry is located in unincorporated Marin County adjacent to the City of San Rafael at 1000 Pt. San Pedro Road.

See NH-141 (San Rafael Rock Quarry and McNear Brickworks), NH-142 (San Rafael Rock Quarry Impacts) and NH-143 (San Rafael Rock Quarry Shoreline Use) and the *Marin Countywide Plan* for policies regarding the San Rafael Rock Quarry.

Resource Conservation Policies

CON-17. Resource-efficient Organizations and Businesses.

Encourage businesses, commercial property owners, apartment building owners and non-profit organizations to be resource, energy and water efficient.

CON-17a. Regional Energy Office. Consider participation in the County's Regional Energy Office.

Responsibility: City Manager
Timeframe: Long Term
Resources: Staff Time

CON 17b. Green Business Program. Encourage San Rafael businesses to participate in the County's Green Business program.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

CON-18. Resource-Efficient Building Design.

Promote and encourage residences to be resource, energy and water efficient by creating incentives and removing obstacles to promote their use.

CON-18a. Energy-efficient Homes. Encourage the construction of homes and buildings that exceed Title 24 standards. Consider adoption of an ordinance requiring greater energy efficiency in construction of larger homes.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CON-18b. Zoning and Building Code Review. Identify barriers to resource efficiency in the Zoning and Building Codes and evaluate the suitability of removing those obstacles.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CON-18c. Use of Alternative Building Materials. Evaluate the benefits and impacts of amending the City's building codes and zoning ordinances to allow the use of acceptable resource-efficient alternative building materials and methods.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

CON-18d. Incentives for Solar and Clean Energy. Seek ways to provide incentives for solar and clean energy systems.

Responsibility: Community Development
Timeframe: Long Term
Resources: Grants

Title 24 Standards

The California Building Code establishes building energy efficiency standards for new construction (including requirements for entire new buildings, additions, alterations, and in nonresidential buildings, repairs). Since first established in 1977, the Building Energy Efficiency Standards (along with standards for energy efficiency in appliances) have helped Californians save more than $11.3 billion in electricity and natural gas costs. The Standards are updated periodically to allow incorporation of new energy efficiency technologies and methods.

CON-18e. LEED Program. Encourage developers to use "Leadership in Energy and Environmental Design" Standards.

Responsibility: Community Development
Timeframe: Short Term
Resources: Fees

See also CON-20a (Water Conserving Landscaping).

LEED Leadership in Energy and Environmental Design

The LEED (Leadership in Energy and Environmental Design) Green Building Rating System™ is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings. LEED provides a complete framework for assessing building performance and meeting sustainability goals. Based on well-founded scientific standards, LEED emphasizes state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. LEED recognizes achievements and promotes expertise in green building through a comprehensive system offering project certification, professional accreditation, training and practical resources.

CON-19. Energy Resources.

Support the development of renewable and/or efficient generating resources to reduce the County's reliance on non-renewable energy supplies.

CON-19a. Energy Production. Consider means to encourage options, such as photovoltaic cells, for energy production.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

CON-20. Water Conservation.

Encourage water-conserving practices in businesses, homes and institutions and increase the use of recycled water.

CON-20a. Water Conserving Landscaping. Make available to property managers, designers and homeowners information about water-conserving landscaping and water-recycling methods and resources.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

CON-20b. Water Recycling. Support the extension of recycled water distribution infrastructure. Require the use of recycled water where available.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

CON-21. Waste Reduction/Recycling.

Encourage waste reduction practices. Encourage recycling through provision of recycling containers, and developing and promoting both existing and new programs.

Workers sort and recycle the waste stream at Marin Sanitary Services.

CON-21a. Recycling. Encourage efforts to promote recycling, such as encouraging businesses to recycle building and other materials, promoting composting by restaurants, institutions and residences, and supporting Marin Conservation Corps' work to promote recycling.

Responsibility: City Manager, Community Development
Timeframe: Ongoing
Resources: Staff Time

CON-21b. Recyclable Waste Receptacles. Support efforts by Marin Sanitary to install recyclable waste receptacles in heavy pedestrian areas to encourage recycling of plastics, glass, etc.

Responsibility: City Manager, Community Development
Timeframe: Short Term
Resources: Staff Time

CON-21c. Recycling for Apartments and Nonresidential Buildings. Encourage recycling facilities and programs for apartment and nonresidential buildings. Consider the cost and benefits of expanding recycling facilities and programs for apartment and nonresidential buildings.

Responsibility: City Manager
Timeframe: Short Term
Resources: Staff Time

CON-21d. Demolition Waste. Study ways to actively encourage greater recycling and reuse of demolition waste.

Responsibility: Community Development
Timeframe: Long Term
Resources: Staff Time

CON-21e. Recycling. Encourage Marin Sanitary to continue its recycling education programs, and to reach out to those not aware of the "reduce, reuse and recycle" techniques.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time

CON-22. Resource Efficiency in Site Development.

Encourage site planning and development practices that reduce energy demand, support transportation alternatives and incorporate resource- and energy-efficient infrastructure.

CON-22a. Site Design. Evaluate as part of development review, proposed site design for energy-efficiency, such as shading of parking lots and summertime shading of south-facing windows.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

CON-23. Energy-efficient Transportation Programs.

Encourage the creation of programs such as Transportation Systems Management (TSM), public transit, carpools/ vanpools, ride-match, bicycling, and other alternatives to the energy-inefficient use of vehicles.

CON-23a. City Carpool. Encourage incentive for the creation of car or vanpools for city employees.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time, General Fund

See C-11a (Car and Vanpooling), C-11b (Car-Sharing), C-11c (Low-Impact Alternative Vehicles), C-11d (Bike-to-Work Day).

CON-24. Energy-, Water- and Resource–Efficiency in Government.

Promote and serve as an effective leader in implementing conservation practices and incorporating resource-efficient alternatives in government facilities and services.

CON-24a. Green Business Certification. Participate in Marin County's Green Business program to become certified as a Marin Green Business. As part of the programs, review ways for the City to improve recycling and resource-efficient purchases and designate a staff person in each department to establish and maintain recycling in City facilities.

Responsibility: Community Development, City Manager
Timeframe: Short Term
Resources: Staff Time

CON-24b. Regional Collaboration. Participate in regional collaborations between public agencies to enact and support new programs or shared improvements which promote or utilize renewable energy sources or reduce energy demand.

Responsibility: City Manager
Timeframe: Ongoing
Resources: Staff Time

CON-24c. City Vehicle Fleet. Consider new reduced-emission technologies in the replacement of City vehicles.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time, Vehicle Replacement Fund

CON-24d. Renewable Energy Sources in City Facilities. Consider the use of renewable energy technology such as solar, cogeneration and fuel cells in the construction or retrofitting of City facilities.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

CON-25. Energy Emergencies.

Assure that critical municipal functions are not jeopardized during periods of sustained energy shortages.

CON-25a. Backup Energy Provision. Evaluate backup energy provisions for critical city facilities and upgrade as needed. Encourage the use of alternatives, such as fuel cell and solar generator backups, to the sustained use of gasoline-powered generators.

Responsibility: Public Works
Timeframe: Short Term
Resources: Staff Time

See S-33a (Disaster Preparedness Plan) and S-33c (Neighborhood Disaster Preparedness).

Air and Water Quality

Introduction

Water and air are essential for humans as well as the animals and plants that inhabit San Rafael. The Air and Water Quality Element is intended to ensure that high quality air and water are available to all who reside, work, and play in the City.

Internal combustion engines damage both the air and water around us. Emissions from gas-powered vehicles contribute fine particulate matter into the air that is eventually carried away to waterways. The City seeks to mitigate the effects of vehicular pollution by supporting policies that promote more environmentally friendly forms of transport as well as promote land use design practices that are more efficient.

Maintaining and improving water quality is essential to protect public health, wildlife, and watersheds, and to ensure opportunities for public recreation and economic development in San Rafael. Water pollution can be dramatically curbed through proactive efforts of residents and through City policies. San Rafael is a member of the Marin County Stormwater Pollution Prevention Program (MCSTOPPP), which is the leader in stormwater management within the Bay Area. MCSTOPPP's programs encourage public participation, education and appropriately designed development to curb water pollution in the County. The City encourages the use of practices that enable water to percolate into the surrounding soil, instead of letting sediment, metals, pesticides and chemicals runoff directly into the Bay, creeks, or through the storm drain system. Improving the water quality in San Rafael's creeks and canal is a priority. The City supports efforts to clean up existing bodies of water and to prevent further degradation.

Volunteers help clean up San Rafael creeks.

Through education, participation in ongoing programs, and innovative strategies, the City seeks to provide clean air and water and, to the best of its ability, contribute to a healthy region.

Potable, or drinking, water is covered in the Conservation Element and governed by the Marin Municipal Water District and State standards.

GOAL 33: CLEAN AIR AND WATERWAYS

It is the goal of San Rafael to have the residents of San Rafael breathe clean air and have clean waterways. *It is desirable that San Rafael meets all ambient air quality standards and that San Rafael's waterways are clean and healthy.*

San Rafael Air Quality Policies

AW-1. State and Federal Standards.

Continue to comply and strive to exceed state and federal standards for air quality for the benefit of the Bay Area.

AW-1a. Cooperation with Other Agencies. Cooperate with the Bay Area Air Quality Management District (BAAQMD) and other agencies in their efforts to ensure compliance with existing air quality regulations.

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Staff Time

AW-2. Land Use Compatibility.

To ensure excellent air quality, promote land use compatibility for new development by using buffering techniques such as landscaping, setbacks, and screening in areas where different land uses abut one another.

AW-2a. Sensitive Receptors. Through development review, ensure that siting of any new sensitive receptors provides for adequate buffers from existing sources of toxic air contaminants or odors. If development of a sensitive receptor (a facility or land use that includes members of the population sensitive to the effects of air pollutants, such as children, the elderly and people with illnesses) is proposed within 500 feet of Highway 101 or I-580, an analysis of mobile source toxic air contaminant health risks should be performed. Development review should include an evaluation of the adequacy of the setback from the highway and, if necessary, identify design mitigation measures to reduce health risks to acceptable levels.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

AW-2b. Buffers. Through development review, ensure that any proposed new sources of toxic air contaminants or odors provide adequate buffers to protect sensitive receptors and comply with existing health standards.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

Toxic Air or Odor

Toxic air pollutants at sufficient concentrations and exposure are known or suspected to cause cancer or other serious health effects, such as reproductive or birth defects, or to cause adverse environmental consequences.

Sensitive Receptors

The Bay Area Air Quality Management District (BAAQMD) defines sensitive receptors as facilities where sensitive receptor population groups (children, the elderly, the acutely ill, and the chronically ill) are likely to be located. These land uses include schools, retirement homes, convalescent homes, hospitals and medical clinics. Exhibit B-8 in the Background Report shows the locations of major sensitive receptors in San Rafael.

AW-3. Air Quality Planning with Other Processes.

Integrate air quality considerations with the land use and transportation processes by mitigating air quality impacts through land use design measures, such as encouraging project design that will foster walking and biking.

AW-3a. Air Pollution Reduction Measures. Consider revisions to zoning regulations to require developers to implement strategies for air quality improvement described in the BAAQMD/ABAG's guide "Design Strategies for Encouraging Alternatives to Auto Use Through Local Development Review" or subsequent standards.

Responsibility: Community Development
Timeframe: Short Term
Resources: Fees

AW-3b. Smart Growth and Livable Communities Programs. Participate in and implement strategies of Metropolitan Transportation Commission's regional "Smart Growth Initiative" and "Transportation for Livable Communities Program."

Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Staff Time, Grants

AW-4. Particulate Matter Pollution Reduction.

Promote the reduction of particulate matter pollution from roads, parking lots, construction sites, agricultural lands and other activities.

AW-4a. Pollution Reduction. Through development review, ensure that any proposed new sources of particulate matter use latest control technology (such as enclosures, paving unpaved areas, parking lot sweeping and landscaping) and provide adequate buffer setbacks to protect existing or future sensitive receptors.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

AW-4b. Fireplaces and Woodburning Stoves.
Cooperate with the local air quality district to monitor air pollution and enforce mitigations in areas affected by emissions from fireplaces and woodburning stoves. Encourage efficient use of home woodburning heating devices. Adopt and implement the BAAQMD Model Woodsmoke Ordinance for new residential development.

Responsibility: Community Development
Timeframe: Short Term
Resources: Staff Time

Particulate Matter

Particulate matter is a toxic air pollutant. Particulate matter includes dust, soot and other tiny bits of solid materials that are released into and move around in the air. Particulates are produced by many sources, including burning of gas and diesel fuels by vehicles, incineration of garbage, mixing and application of fertilizers and pesticides, road construction, mining operations, fireplaces, and woodstoves. Particulate pollution can cause eye, nose and throat irritation and other health problems.

AW-5. Circulation Alternatives.

Promote circulation alternatives that reduce air pollution.

See programs under C-10 (Alternative Transportation Mode Projects) through C-20 (Intermodal Transit Hubs).

AW-6. Education and Outreach.

Support public education of regarding air pollution prevention and mitigation programs.

AW-6a. Air Quality Education Programs. Support and participate in the air quality education programs of the BAAQMD, such as "Spare the Air" days.
Responsibility: Community Development, Public Work
Timeframe: Ongoing
Resources: Staff Time

AW-6b. Benefits of Transit-Oriented Development. Assist in educating developers and the public on the benefits of pedestrian and transit-oriented development.
Responsibility: Community Development, Public Works
Timeframe: Ongoing
Resources: Staff Time

AW-6c. Landscaping. Continue to implement Zoning Guideline for landscaping in order to absorb pollutants.
Responsibility: Community Development
Timeframe: Ongoing
Resources: Fees

See AW-4b (Fireplaces and Woodburning Stoves).

San Rafael Water Quality Policies

AW-7. Local, State and Federal Standards.

Continue to comply with local, state and federal standards for water quality.

AW-7a. Countywide Stormwater Program. Continue to participate in the countywide stormwater program and comply with its performance standards.
Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-7b. Stormwater Runoff Measures. Continue to incorporate measures for stormwater runoff control and management in construction sites.
Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-7c. Water Quality Improvements in Canal and Other Waterways. Support water quality improvement efforts in the San Rafael Canal, creeks, and drainageways in accordance with standards of the State Water Quality Control Board or any agencies with jurisdiction.
Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

Non-point Source Pollution

Nonpoint source (NPS) pollution, unlike pollution from industrial and sewage treatment plants, comes from many diffuse sources. NPS pollution is caused by rainfall moving over and through the ground. As the runoff moves, it picks up and carries away natural and human-made pollutants, finally depositing them into bodies of water.

AW-8. Reduce Pollution from Urban Runoff.

Address non-point source pollution and protect receiving waters from pollutants discharged to the storm drain system by requiring Best Management Practices quality.

- Support alternatives to impervious surfaces in new development, redevelopment, or public improvement projects to reduce urban runoff into storm drain system, creeks, and the Bay.
- Require that site designs work with the natural topography and drainages to the extent practicable to reduce the amount of grading necessary and limit disturbance to natural water bodies and natural drainage systems.
- Where feasible, use vegetation to absorb and filter fertilizers, pesticides and other pollutants.

Best Management Practices

Best Management Practices are guidelines used to ensure that project design, construction, and maintenance are conducted so as to control urban runoff and to minimize the impact on the surrounding environment.

AW-8a. Proper Disposal of Pollutants. Continue to promote proper disposal of pollutants to the sanitary sewer or hazardous waste facilities rather than to the storm drainage system.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-8b. Compliance by Contractors. Continue to require contractors to comply with accepted stormwater pollution prevention planning practices for all projects subject to erosion potential. Also, continue to require the proper use, storage and disposal of on-site materials.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-8c. System Improvements. Improve storm drainage performance by constructing new system improvements. Evaluate stormwater volumes when replacing undersized or otherwise inadequate lines with larger or parallel lines.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-8d. Pesticide and Fertilizer Management. On City property, encourage the appropriate reduction of pesticides and fertilizers to the maximum extent feasible. Ensure that the application of pesticides on City property is accomplished in accordance with all applicable rules and regulations.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Staff Time

AW-8e. Public Water Management. Review areas where public water management procedures are used to convey stormwater to the stormdrain system, including streets, which also convey stormwater to the stormdrain system.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

See I-10a (Coordination of Services) and S-19a (Incremental Flood Control Improvements).

AW-9. Erosion and Sediment Control.

Establish development guidelines to protect areas that are particularly susceptible to erosion and sediment loss.

See S-22a (Erosion Control Programs) and S-22b (Grading During the Wet Season).

AW-10. Canal and Bay Boating.

Ensure responsible waste disposal maintenance and operations that affects water quality.

AW-10a. Sanitation Facilities in Boats. Require inspection of sanitation facilities in boats berthed in the San Rafael Canal.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

AW-10b. Sewage Pump Out Facilities. Support marina owners in providing on-site sewage pump-out facilities. Require marinas to install such facilities when major improvements are made.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Grants, Staff Time

AW-10c. Education of Boaters. Educate boaters about good sanitation practices.

Responsibility: Community Development
Timeframe: Ongoing
Resources: Staff Time

See NH-29a (Dredging Program), NH-79b (Boating Sanitation and Dock Safety and NH-80a (Pump Out Facilities).

AW-11. Education and Outreach.

Continue to inform the public about the effects of water pollution in order to encourage participation in pollution prevention programs.

AW-11a. Stenciling of Storm Drains. Continue the efforts to identify storm drain locations and stencil them accordingly so that people understand the consequences of pollutant runoff.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-11b. Outreach. Continue to work with MCSTOPPP in educational outreach and public participation in water pollution reduction methods that, for example, address the impacts of indirect pollution sources such as fertilization, pesticides and pet waste.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-11c. Water Pollution Education. Educate landscaping service employees and contractors about water pollution.

Responsibility: Public Works
Timeframe: Ongoing
Resources: Fees (Clean Water Program)

AW-11d. Car Wash Facilities. Require the use of recycled water at new commercial car washing facilities.

Responsibility: Public Works, Community Development
Timeframe: Ongoing
Resources: Fees

Epilogue

The San Rafael *General Plan 2020* has been over four years in the making. The update of *General Plan 2000* was deliberately designed to involve the community at every step of the planning process. For three years a 19-member Steering Committee, which was carefully and intentionally selected by the City Council as a balanced and diverse group of people representing a wide range of community interests, identified planning issues, and drafted goals, policies and programs. Affordable housing and circulation issues were among the top of the list and a true challenge to work through. In the spring and summer of 2001, four Task Groups of 60 community members put their heads together to come up with an array of policy ideas in the Quality of Life, Getting Around Town, Neighborhoods and Homes and Economic Vitality categories.

After countless visioning sessions, Steering Committee meetings, outreach efforts, and community workshops (including a design charrette) throughout their three-year mission, on August 4, 2003 the Steering Committee members presented their draft Plan to the San Rafael City Council.

The Planning Commission devoted eight months and 14 public meetings to reviewing the Steering Committee's draft Plan. This public hearing process attracted people from neighborhoods, businesses and local agencies who truly care about the future of their hometown. Many community members committed their personal time and kept on top of the issues at stake.

The Planning Commission, after making their recommended edits, passed the baton to the City Council who collected additional community input during September and October 2004, and made further recommendations. On November 15, 2004, the City Council adopted San Rafael's *General Plan 2020*.

This community project could not have been accomplished if it weren't for the endurance, dedication and hard work contributed by community members, city staff and officials. Although the process was long and challenging, the plan that resulted truly reflects the community's vision summarized as: "We are living well in San Rafael."

Appendices

A: Resolution of Adoption
B: Housing Element Background
C: Roadway Segments at Level of Service E and F, 2003
D: Recreation Facilities and Acres to Retain through Naylor Legislation
E: Earthquake Intensity
F: Geotechnical Review
G: Existing Traffic Noise Levels (2001)
H: Future Traffic Noise Levels (2020)
I: Potential Open Space Sites

Appendix A

Resolution of Adoption

On November 15, 2004, the San Rafael City Council unanimously adopted Resolution No. 11665, making *General Plan 2020* the long-range plan for the City of San Rafael. A copy of Resolution No. 11665 is available from the City Clerk, at City Hall, 1400 Fifth Avenue, or at 415-485-3066.

Appendix B

Housing Element Background

PURPOSE

This section of the Housing Element provides background information on San Rafael's housing needs and topics required to be addressed in State law.

KEY FINDINGS

EXISTING CONDITIONS AND FUTURE TRENDS

- **San Rafael has a mix of owner, renter, single-family and multifamily housing.** Fifty two percent of the dwellings in San Rafael are occupied by their owners. Renters occupy the remainder. Approximately 47 percent of the housing stock in the community are single-family units. The remainder is multifamily units.
- **Market rate housing is generally not affordable to low and very low income households.** Almost one-third of the households currently residing in San Rafael are either very low or extremely low income. About one-half of the households currently residing in San Rafael are considered lower income (earning less than 80 percent of median income, or $73,200 per year for a family of four based on 2003 Income Limits). New construction for very low and low income households usually must rely on multifamily projects with some public subsidy.
- **There is a very low vacancy rate for market rate rental housing.** San Rafael's housing supply is very tight, especially for rentals. A December 2000 vacancy survey by RealFacts, Inc. (December 2000) found that about 1.2 percent of the units in apartment complexes throughout the city are vacant.
- **Single-family homes are only affordable to above moderate-income households.** Due to high prices, above moderate income housing need is expected to be met by market rate construction of single-family homes. The median priced conventional single-family home in San Rafael sold for $562,500 in 2000. An income of between $125,000 and $150,000 would be needed to purchase a typical single-family home. The median priced condominium or townhouse in San Rafael sold for $325,084 in 2000. An income above $75,000 per year (current median income for a family of four) would be needed to purchase a low-end condominium or townhouse in San Rafael in 2000.
- **The lack of affordable housing impacts available services and businesses.** The economic impacts of inadequate workforce housing on businesses include: (1) The cost of recruitment and retention of employees; (2) loss of experienced personnel; (3) lost investment in staff training; and (4) money earned in San Rafael is spent elsewhere. The economic vitality of smaller businesses and very low wage jobs may also be disproportionately impacted. Public agencies, School districts, social services, and child and elder care will continue to have a difficult time attracting people to work in San Rafael as affordable housing becomes more difficult to find. There are also safety issues when a large percentage of police, fire and other public safety personnel live out of the area.
- **The lack of availability of affordable housing contributes to traffic congestion.** The lack of affordable housing pushes people farther and farther away, commuting to and through Marin for job destinations. Very little growth in either population or employment is projected for Marin County over next 20 years. Congestion is growing about two times the rate of either population or employment growth in the County, but our growth in congestion has very little to do with growth in Marin County. Providing affordable housing and improving the jobs/housing balance reduces the need for commuting. Creating transit-

oriented development focused on transit modes is also beneficial, as is creating mixed-use developments that avoid the need for many "midday trips." This not only has implications for traffic, but also for the people employed, businesses and services available in the community.

- **The lack of affordable housing locally and statewide has significant implications for our quality of life.** According to the State Department of Housing and Community Development (HCD), about 70 percent of the future population growth in California (16 million people by the year 2020) will be due to natural increases in our current population (births over deaths), and only 30 percent to people moving to California. HCD views the low housing supply and high housing costs as potentially impacting the State's economy, with serious implications for increases in commuting, homelessness, overcrowding, and substandard and illegal units.
- **Available land supply is limited in San Rafael.** The available vacant land supply is limited for all land uses, especially multifamily and nonresidential uses. The city must rely increasingly on reuse of underutilized land to meet needs.

Housing Needs and Types

- **Affordable Smaller Rental Housing Units.** Single person households (students, seniors and younger person households) will require affordable studio and one-bedroom units and single-room occupancy units.
- **Affordable Family Housing.** While there is a significant need for affordable housing for single person households in San Rafael, there is also a need for affordable family housing with two-and three-bedrooms. Need groups include new families, single parents and large families.
- **Affordable Smaller For-Sale Housing Units.** For-sale units affordable to higher moderate income households, including new units and resales of existing housing. Adjustments should be made to consider all costs and tax benefits of for-sale housing.
- **Housing for the In-Commuting Workforce.** San Rafael contains approximately 30 percent of the jobs in Marin County, and is a significant employment center in the North Bay. In the past decade, the supply of jobs has been growing faster than the number of employed residents, indicating that there is a net in-migration of workers. For the next two decades, the Association of Bay Area Governments reports that the majority of new jobs will be in retail sales and service jobs that are relatively low paying. Statistics from the U.S. Commerce Department's Bureau of Economic Analysis indicate that the average wage of workers in Marin County is only 88 percent of the Bay Area average wage.
- **Housing for Persons with Special Needs.** The affordable housing crisis is especially severe for younger and senior households. Young households (under 34 years old) comprise 18.6 percent of all households in San Rafael. Of those, 60 percent are low income or below. Senior households (over 65 years old) comprise 24% of all households in San Rafael. Of those, 80 percent are low income or below. Households 75 years plus having even lower incomes. Special needs may have a possible service delivery component. They include: very low and low-income seniors; people living with disabilities; and households "at risk" of homelessness (roughly 20% of all very low income households in San Rafael).
- **Second Units.** Based on City of San Rafael surveys, second units can provide a significant source of affordable housing (50% affordable to very low income households and 50% affordable to moderate income households).
- **Rental Housing.** Based upon a survey of rents completed by the City (see Exhibit I), market rate rentals of all types are generally affordable to moderate income households, with certain market rate units also available to lower income households.

Community Participation in the Updated Housing Element

Requirements for public participation are described in Section 65583(6)(b)) of the Government Code. The City of San Rafael must take affirmative steps to get input from low-income persons and their representatives

as well as other members of the community. This means that input should be sought, received and considered before the Draft Housing Element is completed.

The City of San Rafael's Housing Element update process has been built upon the efforts undertaken for the General Plan as a whole. Activities undertaken to date on the General Plan and the Draft Housing Element, specifically in regard to the involvement of low income persons and their representatives, have included:

(1) **In October 1999**, staff initiated outreach on the General Plan work, meeting with 49 community groups, and over 600 people. In addition to business, housing, neighborhood and environmental groups, staff met with organizations such as CHEDA/Club Deportivo, the Federated Coast Miwok, the Grupo de Mujeres and Horizontes de Padres Latinos, a Head Start Parents Group, Homeward Bound (homeless), La Raza youth group, the Latino Marin Soccer League, the Teen Center, a class of fifth graders, and the Youth Leadership Institute. It was clear at that early point that affordable housing would be an important issue for the new plan. The high cost of housing was having an impact on businesses, school districts, and public safety. Participants complained about rising rents and crowded apartments.

(2) **Since May 2000**, the *General Plan 2020* project has been guided by a 19-member Steering Committee appointed by the City Council. The members represent a broad cross-section of community interests. Throughout the process of drafting a new plan, and Housing Element, the Steering Committee was committed to hearing from residents about their ideas; this is reflected through the summary below of outreach efforts to involve the broader community.

(3) **In the Fall of 2000**, the *General Plan 2020* Steering Committee met with 42 community groups to identify the most important planning issues in San Rafael. "Housing Needs" ranked third in the survey, just after "Traffic" and "Education." The Grupo de Mujeres, Homeward Bound, the Housing Consortium, the Marin Association of Realtors, and the Pickleweed Park Advisory Committee participated in this outreach.

(4) **In the Fall and Winter of 2000-01,** the City held two community meetings on the issue of "Rising Residential Rents." The meetings were held in English, Vietnamese and Spanish. Approximately 100 people attended the first session, and over 200 people attended the second meeting, representing the following groups:

San Rafael Tenants Association
Canal Ministry Neighborhood Leaders Program
Center for Independent Living
Marin Family Action Center
Marin Vision
Legal Aid
Marin Continuum on Housing
Housing Consortium (group of non-profit housing providers)
Canal Community Alliance
Marin Child Care Council
Senior Access
Marin Headstart
Fair Housing of Marin
Marin Literacy

At the meeting, discussion groups reviewed (1) Rent Stabilization; (2) Housing Conditions; (3) Tenant Assistance; and (4) Housing Supply (General Plan policies and housing sites). Participants learned about the *General Plan 2020* project, and the role that the Housing Element has providing affordable housing. As a result of the 'Rising Rents' meetings, the City Council directed staff to, as part of the *General Plan 2020* work, identify additional housing sites and policies to assist in the creation of new housing, and to further encourage partnerships with non-profit agencies as well as private owners to secure regulated affordable units, including new and creative approaches.

(5) **In November and December 2000**, the City held three visioning sessions to discuss the future of San Rafael. Over 170 people attended the first Town Meeting, 25 youth attended a second Visioning Session at the Teen Center, and nearly 40 people participated in a visioning workshop held in Spanish at Bahia Vista School. One of the questions asked was "What does our housing stock look like?" The answers from the visioning sessions were used to draft a vision statement outlining the City's aspirations for the future.

(6) **In Spring 2001**, 45 people joined the Steering Committee to draft General Plan policy recommendations. The 15-member Neighborhoods and Homes Task Group included residents from throughout San Rafael, representing renters as well as homeowners, older as well as younger residents. In May 2001, the draft policies were shared at an Open House at which various options were outlined for community consideration and feedback.

(7) **In January 2002** over 100 people participated in the San Rafael Community Design Charrette. Of the 12 working groups, one had a Vietnamese translator, and one had a Spanish-translator. Over two days, six potential 'change' areas were studied in depth by teams of community members and volunteer architects. Mixed-use, live/work and affordable housing emerged as major land uses in all six areas.

(8) **In Spring 2002**, eighteen community groups, including 214 people, helped to evaluate the housing potential of various sites. As part of this outreach, staff met with high school students, the Chamber of Commerce, the Sierra Club, and several neighborhood groups.

(9) **In October 2002**, the Steering Committee hosted a community meeting on the draft Housing Element. Approximately 100 people attended, over half from one neighborhood concerned about the identification of a school as a potential housing site.

(10) **In November 2002 and January 2003**, staff met with the Chamber's housing advocates and the Pickleweed Park Advisory Board to hear their suggestions on the draft housing policy.

(11) **On February 10 and 24, 2004**, the Planning Commission held a public hearing on the Draft Housing Element, at which 13 people spoke. In addition, the City received a review letter from the California Department of Housing and Community Development (HCD) as part of the State's review of the Draft Housing Element. In response to the public comments and the review letter, revisions were made to the Draft Housing Element, which the Planning Commission considered and forwarded to the City Council with a recommendation for adoption.

(12) **On October 4, 2004**, the City Council held a public hearing on the Draft Housing Element at which eight people spoke, voicing concerns about the amount of housing growth projected, the need to better describe San Rafael's potential housing sites, and the potential constraint on the development of housing posed by the proposes Priority Selection Process and the newly increased Traffic Mitigation Fees. In addition, on October 29, 2004, the City received commends from HCD on the Planning Commission's revised draft Element. On November 15, 2004, the City Council reviewed the final edits to the Element that addressed the issues raised, and adopted the new housing element as part of the City new *General Plan 2020*.

In addition, the City of San Rafael's Housing Element update process has benefited from the efforts undertaken for the *Marin Housing Workbook* (see *Marin Housing Workbook* Chapter One). The *Marin Housing Workbook* process, from its inception, was developed through an open, inclusive process. The 4,000 persons and organizations on the mailing list include all housing-related non-profits in Marin County and persons from a mailing list provided by the Marin Housing Authority. In addition, recommendations

considered as part of the "best practices", contained the document, were made by groups such as the Marin Housing Element Coalition, Greenbelt Alliance and Non-Profit Housing of Northern California. A study session was also conducted with HCD staff and the County's Planning Directors.

Relationship of the Housing Element to Other General Plan elements

The General Plan serves as the 'constitution' for development in the city. It is a long-range planning document that describes goals, policies and programs to guide decision-making. Once the General Plan is adopted, all development-related decisions must be consistent with the plan. If a development proposal is not consistent with the plan, the proposal must be revised or the plan itself must be amended. State law requires a community's General Plan to be internally consistent. This means that the Housing Element, although subject to special requirements and a different schedule of updates, must function as an integral part of the overall General Plan, with consistency between it and the other General Plan elements.

A comprehensive update of the City of San Rafael General Plan 2000 is currently being undertaken. This provides a significant opportunity for the community to evaluate land use and other issues comprehensively as they relate to the Housing Element. The development potential and programs of the updated Housing Element will be consistent with the land use and development projections of *General Plan 2020*. Land use and development projections of the General Plan are also linked to planned facilities and infrastructure capacity. Specific issues addressed in other sections of the General Plan, but which are linked to and supported in the Housing Element, include: (1) the design of housing; (2) housing and circulation; and (3) support services and infrastructure for the community.

Population and Employment Trends

The San Rafael Planning Area currently has a population of 68,582 people (100% count from the 2000 U.S. Census). Over the next 20 years, between 2000 and 2020, ABAG projects that San Rafael will grow at an average annual rate of 0.5%, which amounts to about 425 people per year or roughly 170 households per year.

The projections shown below are for the San Rafael Planning Area based on the Association of Bay Area Governments (ABAG) Projections 2003 report.

Exhibit A: Bay Area, Marin County and San Rafael Planning Area Projections

Location	2000	2005	2010	2015	2020	Changes 2000-2020
Bay Area Regional Total						
Population	6,783,762	7,193,900	7,527,500	7,840,200	8,168,300	1,384,538
Households	2,466,020	2,581,380	2,702,090	2,824,030	2,950,970	484,950
Average Household Size	2.69	2.73	2.73	2.72	2.72	0.03
Employed Residents	3,605,675	3,721,100	3,963,700	4,294,960	4,543,590	937,915
Jobs	3,753,670	3,848,870	4,199,670	4,509,840	4,752,590	998,920
Employed Residents/Job	0.96	0.97	0.94	0.95	0.96	0.00
Jobs/Household	1.52	1.49	1.55	1.60	1.61	0.09
Marin County						
Population	247,289	254,500	264,100	271,200	275,700	28,411
Households	100,650	102,690	106,590	109,780	112,110	11,460
Average Household Size	2.34	2.37	2.37	2.36	2.44	0.10
Employed Residents	140,955	145,300	154,600	158,700	161,400	20,445
Jobs	122,960	125,290	134,100	144,590	151,930	28,970
Employed Residents/Job	1.15	1.16	1.15	1.10	1.06	-0.08
Jobs/Household	1.22	1.22	1.26	1.32	1.36	0.13
Percent of Bay Area Population	3.6%	3.5%	3.5%	3.5%	3.4%	0.00
Percent of Bay Area Jobs	3.3%	3.3%	3.2%	3.2%	3.2%	0.00
San Rafael Planning Area						
Population	68,582	70,900	73,600	75,300	76,000	7,418
Households	27,122	27,840	28,880	29,600	30,090	2,968
Average Household Size	2.44	2.6	2.47	2.46	2.44	0.00
Employed Residents	38,176	39,580	42,060	42,950	43,470	5,294
Jobs	44,340	45,420	48,010	50,260	51,840	7,500
Employed Residents/Job	0.86	0.87	0.88	0.85	0.84	-0.02
Jobs/Household	1.63	1.63	1.66	1.70	1.72	0.09
Percent of County Population	27.7%	27.9%	27.9%	27.8%	27.6%	0.00
Percent of County Jobs	36.1%	36.3%	35.8%	34.8%	34.1%	-0.02

Source: Projections 2003, Association of Bay Area Governments, 2003

San Rafael's population is projected to continue to grow by about 10 percent over the next 20 years. This is slower than the Bay Area as a whole, but in line with the expected growth in Marin County as a whole, which, other than San Francisco, is the slowest growing county in the Bay Area. Similar to current conditions, San Rafael is expected to contain about 28 percent of the County's population and about 36% of the County's jobs in the year 2020. Approximately 11,630 new jobs are projected to be created in the next 20 years in the San Rafael Planning Area, with many anticipated to be in the relatively lower paying services and retail sectors.

San Rafael is the County seat and business center for Marin. It is expected to have more jobs than housing as compared to more suburban and rural communities in the area. According to ABAG, San Rafael's jobs to housing ratio is projected to increase from 1.63 jobs/household in 2000 to 1.84 jobs/household in 2020. San Rafael's current population occupations include 45% professional, 25% sales, 16% service, 7% construction, and 6% production and transportation.

There are many benefits of having a balance between jobs and employed residents, including a labor supply more closely matched to local employment needs, less congested freeways, reduced fuel consumption and

improved air quality, reduced expenditures on major transportation projects, and savings in travel time for both businesses and individuals. However, a 1.0 to 1.0 ratio between jobs and employed residents does not guarantee a reduction in commute trips. Although Marin County is expanding its jobs base, many residents still commute elsewhere to work, while many of the people who work in San Rafael are living in other communities due to high housing costs and availability, or other lifestyle choices. So, even with a 1:1 ratio of jobs to housing, cities or counties can continue to exchange workers regardless of a correlation of employed residents to total jobs. Therefore, one focus of the Housing Element is to address the issue of matching housing costs and types to the needs and incomes of the community's workforce.

Future growth projections for population and jobs will result in a continuing strong demand for housing. Both the population and number of housing units are expected to continue increasing, but not as quickly as the number of jobs in the county. Countywide, the annual increase in population over the next twenty years is expected to be at a modest 0.57 percent, while the increase in jobs is expected to be higher, at 1.31 percent. Concurrently, it is also projected that the County's population will continue to age, and there will be a continuing demand for a variety of housing types, including those for smaller households.

HOUSING CONDITIONS

As of January 2000 (per Census 2000) there were 22,963 housing units in San Rafael. Of these, 46 percent were single-family detached units, 9 percent and single-family attached units, 10 percent in structures of 2-4 units, and 34 percent in structures with 5 or more units. Multifamily housing comprises 44 percent of the housing stock in San Rafael.

Although about 17 percent of all housing units in San Rafael were built before 1950, the single-family housing stock is generally in good condition. Based on exterior appearance, it is likely that few homes (less than one percent) need to be rehabilitated or demolished. The good condition of the stock is a reflection of the high home values in the area. While few homes need rehabilitation, some, being older, smaller homes, are considered less than adequate in today's market and so have undergone extensive additions and remodeling. There are specialized rehabilitation needs in the community for lower income, disabled or elderly households. Low interest rehabilitation loans are available to low income owners. Marin Housing administers the program. Funding is provided thorough Community Development Block Grants and contributions from cities.

As homes are remodeled and expanded to meet the needs of new owners, neighborhoods change their character and appearance. While there are positive aspects to improved appearance and functions of remodeled homes and apartments, there can also be concerns that the physical changes are not done in a manner appropriate to the neighborhood context. San Rafael adopted zoning provisions in 1992 providing for design review of larger second story additions. While the city has not experienced many 'tear downs' (existing houses replaced with larger homes) or 'monster homes' (expansions and new homes significantly out of scale with adjacent neighboring homes), there has been some concern expressed by neighbors that the City should have more control over the appearance and size of proposed changes to single-family homes.

A field survey of the San Rafael Redevelopment Project Area, which includes primarily multifamily units, conducted in March 2002 found that 16.3% of the buildings had dilapidated and/or deteriorated exterior building conditions, 18.7% of the buildings had defective design, and 34.7% of the parcels had poor site conditions. Redevelopment Agency programs are targeted toward addressing these conditions.

City Code Enforcement personnel assigned to the Canal neighborhood inspect specific properties based on referrals from other City departments (Police, Fire, Building) and upon receiving complaints from tenants. Because the City focuses on cleaning up the worst buildings first, most of the buildings inspected contain numerous housing code violations. Owners of buildings are reluctant to undertake the necessary repairs

undergo several re-inspections by Code Enforcement staff. The City has collected over $35,000 in fines for Uniform Housing and other code violations from property owners in the Canal neighborhood. Apartment inspections for units outside the targeted area had been the responsibility of the Marin Health Department. However, the City has recently taken over this function from the County, and proactive code enforcement will be expanded to cover other areas in the City.

HOUSEHOLD CHARACTERISTICS

Household Types

The Bureau of the Census defines a household as all persons who occupy a housing unit, including families, single people, or unrelated persons. Persons living in licensed facilities or dormitories are not considered households. The table below shows U.S. Census data on households by type in San Rafael in comparison to other Marin County communities.

San Rafael has a significant diversity of households, with 57% families, 32% single-person households, and 11% non-family households. Similar to Marin County as a whole, 24% of all households in San Rafael are age 65 or greater.

Exhibit B: Households by Type by Jurisdiction (2000)

Jurisdiction	Family Households	*Family Age65+*	Single Person Households	*Single Person Age 65+*	Non-Family Household (2+)	*Non-Family (2+) Age 65+*	Total Households	*Total HH Age 65+*
Belvedere	657	*247*	258	*146*	41	*16*	956	*409*
Corte Madera	2,472	*536*	937	*296*	367	*60*	3,776	*892*
Fairfax	1,813	*252*	1,029	*245*	464	*43*	3,306	*540*
Larkpur	2,901	*758*	2,650	*903*	591	*71*	6,142	*1,732*
Mill Valley	3,420	*699*	2,098	*761*	629	*99*	6,147	*1,559*
Novato	12,419	*2,379*	4,661	*1,714*	1,444	*158*	18,524	*4,251*
Ross	626	*146*	97	*40*	38	*14*	761	*200*
San Anselmo	3,191	*559*	1,511	*386*	565	*60*	5,267	*1,005*
San Rafael	**12,776**	***2,785***	**7,187**	***2,446***	**2,408**	***222***	**22,371**	***5,453***
Sausalito	1,663	*326*	1,945	*331*	646	*58*	4,254	*715*
Tiburon	2,408	*623*	1,026	*351*	278	*43*	3,712	*1,017*
Marin Unincorporated	16,333	*3,520*	6,642	*1,994*	2,459	*327*	25,434	*3,841*
Marin County Total	60,679	*12,830*	30,041	*9,613*	9,930	*1,171*	100,650	*23,614*

Source: 2000 U.S. Census

Housing Tenure and Vacancy Rate

As shown below, it is currently estimated that about 52% of the housing units in San Rafael are owner-occupied and 45% are renter-occupied, with the remaining units being vacant.

Exhibit C: Housing Units by Tenure by Jurisdiction (1990 and 2000)

	----- 1990 -----				----- 2000 -----			
	Renter	Owner	Vacant	Total	Renter	Owner	Vacant	Total
Belvedere	223	741	73	1,037	239	717	103	1,059
Percent	22%	71%	7%	100%	23%	68%	9.7%	100%
Corte Madera	1,087	2,490	130	3,717	1,038	2,738	74	3,850
Percent	29%	67%	3.80%	100%	27%	71%	1.90%	100%
Fairfax	1,250	1,842	133	3,225	1,275	2,031	112	3,418
Percent	39%	57%	4.1%	100%	37%	59%	3.3%	100%
Larkspur	2,811	2,911	243	5,965	3,081	3,061	271	6,413
Percent	47%	49%	4.1%	100%	48%	48%	4.2%	100%
Mill Valley	2,072	3,883	178	6,133	2,121	4,026	139	6,286
Percent	34%	63%	2.9%	100%	34%	64%	2.2%	100%
Novato	6,947	11,289	546	18,782	6,009	12,515	470	18,994
Percent	37%	60%	2.9%	100%	32%	66%	2.50%	100%
Ross	45	679	51	775	98	663	44	805
Percent	6%	88%	6.6%	100%	12%	82%	5.5%	100%
San Anselmo	1,766	3,364	195	5,325	1,751	3,516	141	5,408
Percent	33%	63%	3.70%	100%	43%	65%	3%	100%
San Rafael	**9,240**	**11,055**	**846**	**21,141**	**10,346**	**12,025**	**577**	**22,948**
Percent	**44%**	**52%**	**4%**	**100%**	**45%**	**52%**	**2.50%**	**100%**
Sausalito	2,103	1,990	285	4,378	2,166	2,088	257	4,511
Percent	48%	45%	6.50%	100%	48%	46%	5.70%	100%
Tiburon	1,107	2,166	170	3,443	1,121	2,591	181	3,893
Percent	32%	63%	4.90%	100%	29%	67%	4.6%	100%
Unincorporated	7,364	16,581	1,891	25,836	7,381	18,053	1,971	27,405
Percent	29%	65%	7.4%	101.4%	27%	66%	7.2%	100%
Total County	36,015	58,991	4,751	99,757	36,626	64,024	4,340	104,990
Percent	36%	59%	4.8%	100%	35%	61%	4.1%	100%

Source: California Department of Finance; U.S. Census, 2000; Baird + Driskell

The vacancy rates for housing in San Rafael have decreased since 1990, when the Census recorded a vacancy rate of 4.0 percent. As shown below, in 2000, the total vacancy rate was recorded at 2.5 percent. However, the effective vacancy rate for rental housing units is 1.7 percent, which excludes units that are unavailable as long term rentals.

Exhibit D: Vacancy Status for Vacant Housing Units by Jurisdiction (2000)

	For Rent	Effective Vacancy % for Rentals	For Sale	Rented or Sold/Not Occupied	For Seasonal/ Occasional/ Rec Use	For Migrant Workers	Other Vacant	Total Vacant	Vacancy Rate for All Units
Belvedere	10	4.0%	4	11	59	0	19	103	9.7%
Corte Madera	20	1.9%	9	9	14	1	21	74	1.9%
Fairfax	42	3.2	13	8	27	0	22	112	3.3%
Larkspur	70	2.2%	18	18	94	0	71	271	4.2%
Mill Valley	36	1.7%	24	20	28	0	31	139	2.2%
Novato	151	2.5%	120	75	51	0	73	470	2.5%
Ross	6	5.8%	3	3	11	0	21	44	5.5%
San Anselmo	34	1.9%	9	19	31	0	48	141	2.6%
San Rafael	**181**	**1.7%**	**108**	**40**	**111**	**0**	**137**	**577**	**2.5%**
Sausalito	68	3.0%	12	36	106	0	35	257	5.7%
Tiburon	36	3.1%	18	23	77	0	27	181	4.6%
Unincorporated	152	2.0%	86	138	1,293	5	297	1,971	7.2%
Total County	806	2.2%	424	400	1,902	6	802	4,340	4.1%

Source: U.S. Census, 2000; Baird + Driskell

In general, a higher vacancy rate is considered necessary by housing experts to assure adequate choice in the marketplace and to temper the rise in home prices. A 5.0 percent rental vacancy rate is considered necessary to permit ordinary rental mobility. In a housing market with a lower vacancy rate, tenants will have difficulty locating appropriate units and strong market pressure will inflate rents. Thus, the 1990's have seen a significant tightening in the local housing market, a phenomenon that has been experienced in many Bay Area communities. Nationwide, there was a sharp drop in multifamily housing construction during the 1990's which contributed to low vacancy rates and rising rents. The reason for the drop was due to the loss of federal tax credits, local resistance to apartment construction, litigation and liability issues, and population changes (study conducted by University of Southern California demographer and planner Dowell Myers).

In addition, the lower the vacancy rate the greater the tendency for landlords to discriminate against potential renters. Fair Housing of Marin is a civil rights agency that investigates housing discrimination, including discrimination based on race, origin, disability, gender, and children. Its caseload consists almost entirely of renters. The organization receives approximately 1,200 inquiries a year, of which about 250 are discrimination complaints that are fully investigated. Fair Housing of Marin also educates landowners on fair housing laws, provides seminars in English, Spanish, and Vietnamese on how to prepare for a housing search and recognize discrimination, and education programs on the importance of community diversity in schools, which includes an annual "Fair Housing" poster contest.

Overcrowding

Overcrowded housing is defined by the US Census as units with more than one inhabitant per room, excluding kitchen and bathrooms. The incidence of overcrowding has increased significantly over the last 20 years due to the increase in immigrant newcomers in the Canal neighborhood, cultural acceptance of extended households, and the economic necessity of sharing housing. The percentage of overcrowded households in San Rafael has increased from 1.9% in 1980, to 5.6% in 1990, and to 10.6% in 2000. According to the 2000 Census, citywide, 1.4% of owner-occupied units are overcrowded and 21.3% of renter-occupied units are

overcrowded. Countywide, less than 1% of owner-occupied units are overcrowded and 10% of renter-occupied units are overcrowded.

As noted in the County of Marin's Consolidated Plan, San Rafael's Canal Area is one of three areas in the County with a high concentration of low-income persons. In 2000, 15% of Canal residents had incomes below the poverty level, and 38% of Canal residents had incomes below 50% of the County median income. The Canal has the highest incidence of residential overcrowding in the County. The 2000 Census reported that 49% of the units in the Canal are overcrowded. The average household size in the Canal is 3.85 persons, as compared to 2.42 persons citywide.

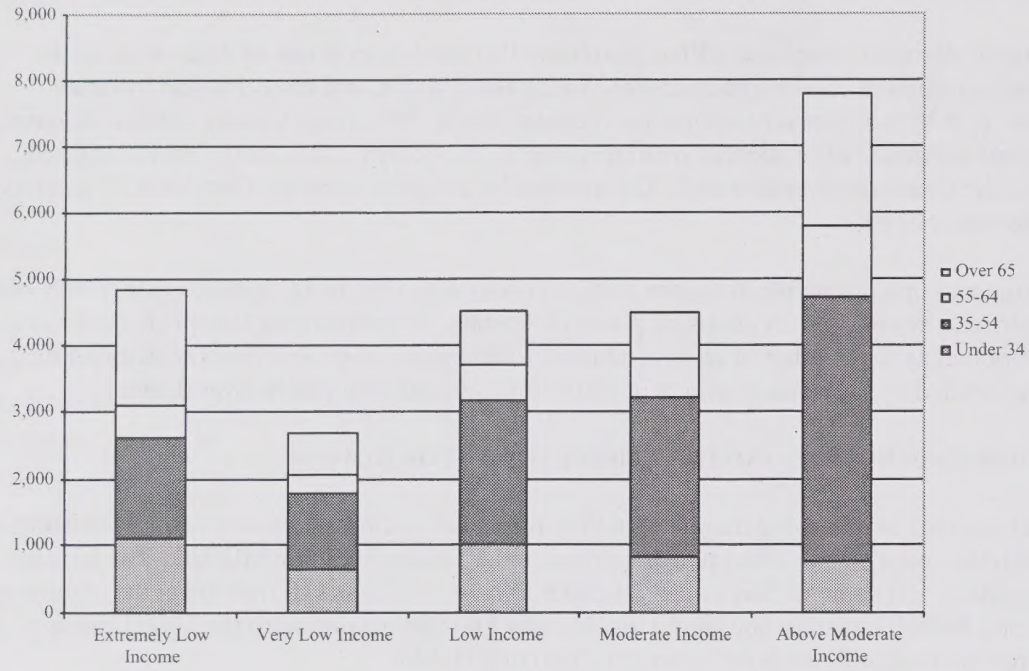
In general, overcrowding and discrimination are more likely to occur when the rental vacancy rate is very low because property owners can be selective in choosing potential tenants. Overcrowding is expected to be an increasing statewide problem as the number of units produced is anticipated to be less than the demand for housing projected to be needed by the natural growth of California's population (births over deaths).

Housing Costs, Household Income, and the Ability to Pay for Housing

The City of San Rafael is a part of a housing market area that makes up Marin County as a whole. Existing trends and future conditions county-wide affect housing prices and affordability in San Rafael. The housing characteristics of San Rafael, and some of San Rafael's neighborhoods, are quite different from the county as a whole. In addition, San Rafael's median household income was $60,994 according to the 2000 Census as compared to the countywide median household income in 2000 of $71,306.

The graph on the next page illustrates household income based on 2003 Marin County Income Limits established for various affordable housing programs. Following that is a graph that shows a breakdown of current households in San Rafael by age of householder and income category based on the 2000 Census. While middle age households (35-54 years of age) comprise the majority of households in San Rafael, proportionately the most significant very low income housing need is in younger households (under 34) with lower salaries (early wage earners), and seniors (65 years plus) on SSI or retirement.

Exhibit E: Household Income Based on 2003 Marin County Income Limits



Sales Prices and Rents

From 1993 to 2000 the median home sales price in Marin County increased from $314,250 to $523,000. The median price for a single-family detached home price in Marin County in 2000 was $599,000, requiring an income over $150,000 per year to qualify for a loan. The tables below show average rents in San Rafael in 1999 and 2000 as compiled by RealFacts, Inc., and home sales compiled by the Marin County Assessor's Office. Rents increased substantially during this period, but have reportedly stabilized in the past year due to economic recession and uncertainty.

Overpaying Households

Housing that costs 30% or less of a household's income is referred to as "affordable housing." Because household incomes and sizes vary, the price which is considered "affordable" for each household also varies. For example, a large family with one small income would afford a different type of housing than a double-income household with no children.

Households that pay more than 30 percent of their income on housing are considered to be "overpaying" for housing. It is estimated that at a minimum about 33% of all households in San Rafael are considered to be "overpaying" households (7,684 or 22,963 households). Of those overpaying, 62 percent are renters (4,802 households) and 38 percent are owners (2,882 households).

In San Rafael, a 4-person household is considered to be very-low income if it earns up to $45,750 per year and low-income if it earns less than $73,200 per year. Utilizing U.S. Census statistics on overpaying households, this section approximates lower-income categories with a $50,000 income limit for the very-low-income parameter and a $75,000 limit for the low-income parameter.

According to the U.S. Census, 6,511 households earning less than $75,000 per year, or 55.4% of all "lower-income" households, are overpaying for housing. Approximately 65% of very-low income households are overpaying for housing. The table below indicates that the incidence of overpaying is particularly severe among very-low income renters, of which 70% are overpaying for housing. Nearly half of all lower-income owner households are overpaying for housing, with a roughly equal incidence among very-low and low-income households. Very few moderate-income renters are overpaying for housing, but 38% of moderate-income owners are overpaying.

Exhibit F: Households Overpaying for Housing by Approximate Income Categories

	"Very Low Income": Less than $50,000			"Low Income": $50,000 to $74,999			"Moderate Income": $75,000 to $99,999		
	Number of Households	Number Overpaying	Percent of Households	Number of Households	Number Overpaying	Percent of Households	Number of Households	Number Overpaying	Percent of Households
Renters	6,127	4,312	70.4%	1,980	406	20.5%	1,140	84	7.4%
Owners	2,224	1,137	51.15	1,424	656	46.1%	1,518	577	38.0%
Total	**8,351**	**5,449**	**65.2%**	**3,404**	**1,062**	**31.2%**	**2,658**	**661**	**24.9%**

Source: U.S. Census 2000

Exhibit G: Rents in San Rafael by Unit Type in Apartment Complexes of Over 50 Units (1999-2000)

Type of Unit Bed/Bath	Jan- Mar 1999	April-June 1999	July-Sept 1999	Oct-Dec 1999	Jan-Mar 2000	April-June 2000	July-Sept 2000	Oct-Dec 2000	Last Four Quarters Change (+/-)	Average 1999	Average 2000	% Change Jan 2000 - Dec 2000	% Change Jan 1999 – Dec 2000
0/1	$828	$848	$893	$919	$949	$952	$984	$990	7.7%	$872	$969	4.32%	19.57%
1/1	$1,146	$1,154	$1,182	$1,196	$1,223	$1,267	$1,331	$1,413	18.1%	$1,170	$1,309	15.54%	23.30%
2/1	$1,282	$1,274	$1,298	$1,318	$1,367	$1,425	$1,447	$1,635	24.1%	$1,293	$1,469	19.60%	27.54%
2/2	$1,469	$1,472	$1,480	$1,509	$1,544	$1,588	$1,703	$1,791	18.7%	$1,483	$1,657	16.00%	21.92%
2 TH	$1,785	$1,797	$1,803	$1,803	$1,806	$1,900	$2,005	$2,057	14.1%	$1,797	$1,942	13.90%	15.24%
3/2	$1,614	$1,630	$1,645	$1,680	$1,700	$1,748	$1,878	$2,031	20.9%	$1,642	$1,839	19.47%	25.84%
3 TH	$2,198	$2,238	$2,258	$2,258	$2,258	$2,292	$2,672	$2,672	18.3%	$2,238	$2,474	18.33%	21.57%
Average	**$1,295**	**$1,300**	**$1,321**	**$1,341**	**$1,369**	**$1,416**	**$1,490**	**$1,594**	**18.9%**	**$1,314**	**$1,467**	**16.44%**	**23.09%**
Overall Occupancy	**94.9%**	**96.9%**	**98.1%**	**97.2%**	**97.5%**	**97.9%**	**98.1%**	**98.8%**	**1.6%**	**97.7%**	**98.1%**	**1.33%**	**4.11%**
Vacancy	**5.1%**	**3.1%**	**1.9%**	**2.8%**	**2.5%**	**2.1%**	**1.9%**	**1.2%**		**3.2%**	**1.9%**		

Source: RealFacts, Inc., 2001

Exhibit H: Marin Real Estate Sales (Year End 2000)

	Conventional Detached Dwellings			*Condominiums/Townhouses*		
Jurisdiction	**# Sales**	**Mean Price**	**Median**	**# Sales**	**Mean Price**	**Median**
Belvedere	30	$2,372,707	$2,000,000	2	$1,305,000	$1,305,000
Corte Madera	111	$661,609	$625,000	47	$391,755	$390,000
Fairfax	95	$447,680	$429,000	13	$298,038	$283,000
Larkspur	95	$815,018	$820,000	64	$379,799	$347,500
Mill Valley	167	$994,050	$800,000	55	$455,026	$425,000
Novato	628	$526,263	$478,560	372	$274,863	$274,863
Ross	25	$1,465,800	$1,325,000			
San Anselmo	166	$583,111	$549,000	4	$306,625	$289,000
Sausalito	85	$1,237,091	$1,025,000	59	$467,339	$411,500
San Rafael	**480**	**$640,239**	**$562,500**	**287**	**$325,084**	**$270,000**
Tiburon	115	$1,610,295	$1,300,000	37	$790,669	$675,000
Unincorporated	861	$830,685	$657,000	101	$441,667	$400,000
Marin County Total	2,858	$772,354	$599,000	1,041	$357,781	$315,000

Total Single Family Homes Sold: 3,899
Mean / Median Home Sale Price: $661,667 / $523,000
Mean Home Living Area: 1,772 sq. ft.

Source: Marin County Assessor - Recorder, 2001

The tables below translate each of the income categories into 'affordable rents' and 'affordable home prices.' These are the rents and home prices that a household earning that level of income could be expected to pay if they were to spend 30 percent of their income on housing. The exact amount that they could pay would of course depend on the amount of down payment they could afford and the specific terms of their mortgage. These are rough calculations, meant as 'indicators' only. They demonstrate the "gap" between market prices and affordability at various income levels.

Given the household income trends and housing cost trends discussed previously, it is reasonable to conclude that the incidence of overpayment for very low, low and moderate-income households may increase in the future. It should be noted as well that owners are given tax breaks for mortgage interest payments while renters are not. In fact, by far the largest (and often least recognized) federal housing subsidy is for mortgage deductions.

With average housing price in San Rafael above $600,000, single-family homes are out of reach for many people who work in the City. Even high end moderate income households do not earn a sufficient income to qualify for a mortgage. While some smaller attached ownership housing (townhomes/condominiums) can be affordable to moderate income households but still remain largely out of reach, as shown in City surveys average market rate rental housing is affordable at the lower and moderate income level. Thus, new rental housing at market rates can provide a portion of the City's lower and moderate income housing need

The City has conducted telephone rent surveys in 2002, 2003, and 2004 to monitor rental prices in San Rafael. The following table shows rental rates for various classes of apartment buildings in the city. Class A units are typically the most recently constructed units, and would reflect the cost of rent for new units.

Exhibit I: Rent Survey Results, 2003 and 2004

	Class A	Class B	Class C
	One Bedroom		
Average 2004	$1,275	$1,110	$1,060
Average 2003	$1,340	$1,200	$1,120
Bldgs Reporting	9	8	9
Percentage decrease	-4.85%	-7.50%	-5.32%
	Two Bedroom-1 BA		
Average 2004	$1,450	$1,400	$1,410
Average 2003	$1,550	$1,525	$1,425
Bldgs Reporting	6	7	9
Percentage decrease	-6.45%	-8.20%	-1.05%
	Two Bedroom-2 BA		
Average 2004	$1,615	$1,400	$1,485
Average 2003	$1,600	$1,575	$1,550
Bldgs Reporting	5	2	5
Percentage decrease	0.94%	-11.11%	-4.19%
	Three Bedroom		
Average 2004	$1,815	$1,800	$1,775
Average 2003	$1,900	$1,775	$1,870
Bldgs Reporting	3	5	6
Percentage decrease	-4.47%	1.41%	-5.08%

Source: San Rafael Redevelopment Agency, 2004

	Affordable Rents, 2004		
	65% of Median Income[1]	70% of Median Income	80% of Median Income
1 person	$1,047	$1,130	$1,296
2 person	$1,189	$1,284	$1,474
3 person	$1,339	$1,445	$1,659
4 person	$1,544	$1,663	$1,900

Source: San Rafael Redevelopment Agency, 2004

[1] Refers to Marin County FY 2004 Median Income Schedule

The 2004 rental survey demonstrates that Class A apartments in San Rafael were affordable to lower and moderate income households earning between 65-80% of County median income. One and two bedroom units were affordable to 65-70% households. Three bedroom units are scarcer and have higher rents. Three bedroom units are currently affordable to households earning 80% of County median income. The foregoing analysis assumes that two persons reside in one-bedroom units, three persons in two bedroom units and four persons in three bedroom units.

Exhibit J: Ability to Pay (State and Rental Housing)

Estimate of the Ability to Pay for Rental Housing in San Rafael (2000)

Household Size and Income Category	Monthly Income	Rent @ 30% of Monthly Income	Expected Unit Size	Average Rent (3rd Qtr 2000)	Ability to Pay "Gap" for Smaller Unit
Single Person					
Extremely Low Income	$1,638	$491	1BR	$1,117	-$626
Very Low Income	$2,338	$701	1BR	$1,117	-$416
Low Income	$3,738	$1,121	1BR	$1,117	$4
Median Income	$4,671	$1,401	1BR	$1,117	$284
Moderate Income	$5,608	$1,683	1BR	$1,117	$566
Two Persons					
Extremely Low Income	$1,871	$561	1BR	$1,117	-$556
Very Low Income	$2,671	$801	1BR	$1,117	-$316
Low Income	$4,271	$1,281	1BR	$1,117	$164
Median Income	$5,342	$1,603	1BR	$1,117	$486
Moderate Income	$6,408	$1,923	1BR	$1,117	$806
Four Persons					
Extremely Low Income	$2,338	$701	2 BR	$1,403	-$702
Very Low Income	$3,338	$1,001	2 BR	$1,403	-$402
Low Income	$5,342	$1,603	2 BR	$1,403	$200
Median Income	$6,675	$2,003	2 BR	$1,403	$600
Moderate Income	$8,008	$2,403	2 BR	$1,403	$1,000

Source: Baird + Driskell/Community Planning; Michael Burke, Frank Howard Allen Realtors (3rd Quarter 2000).

Estimate of the Ability to Pay for Sales Housing in San Rafael (2001)

Household Size and Income Category	Monthly Income	Annual Income	"Rule of Thumb" Home Price at Four Times Annual Income	Median Priced Single Family Detached Unit	Gab Between "Rule of Thumb" Price and Median SFD Unit	Median Priced Townhouse and Condo Unit	Gap Between "Rule of Thumb" Price and Median TH/C Unit
Single Person							
Extremely Low Income	$1,638	$19,650	$78,600	$562,500	-$483,900	$270,000	-$191,400
Very Low Income	$2,338	$28,050	$112,200	$562,500	-$450,300	$270,000	-$157,800
Low Income	$3,738	$44,850	$179,400	$562,500	-$383,100	$270,000	-$90,600
Median Income	$4,671	$56,050	$224,200	$562,500	$338,300	$270,000	-$45,000
Moderate Income	$5,608	$67,300	$269,200	$562,500	-$293,300	$270,000	-$800
Two Persons							
Extremely Low Income	$1,871	$22,450	$89,800	$562,500	-$472,700	$270,000	$180,200
Very Low Income	$2,671	$32,050	$128,200	$562,500	-$434,300	$270,000	-$141,800
Low Income	$4,271	$51,250	$205,000	$562,500	-$357,500	$270,000	-$65,000
Median Income	$5,342	$64,100	$256,400	$562,500	-$306,100	$270,000	-$13,600
Moderate Income	$6,408	$76,900	$307,600	$562,500	$254,900	$270,000	$37,600
Four Persons							
Extremely Low Income	$2,338	$28,050	$112,200	$560,500	-$450,300	$270,000	$157,800
Very Low Income	$3,338	$40,050	$160,200	$562,500	$402,300	$270,000	-$109,800
Low Income	$5,342	$64,100	$256,400	$562,500	-$306,100	$270,000	-$13,600
Median Income	$6,675	$80,100	$320,400	$562,500	-$242,100	$270,000	$50,400
Moderate Income	$8,008	$96,100	$384,400	$562,500	-$178,100	$270,000	$114,400

Source: Baird + Driskell/Community Planning; Marin County Assessor – Recorder, 2001

SPECIAL NEEDS AND "AT RISK" HOUSING

Overview

In addition to overall housing needs, the City must plan for housing for special need groups. To meet the community's special housing needs (including the needs of the local workforce, seniors, people living with disabilities, farmworkers, the homeless, people with HIV/AIDS and other illnesses, people in need of mental health care, single parent families, single with no children, and large households), San Rafael seeks creative new ways to increase the supply, diversity and affordability of this specialized housing stock. Below is a summary of special needs in San Rafael.

Exhibit K: Summary of Special Needs Households in San Rafael

	Owner Households	Renter Households	Total Households or Persons
Households			
Overcrowded Households	178	2,200	2,378
Senior Households	3,892	1,100	4,992
Female Headed Households	3,482	4,057	7,539
Large Households	637	1,471	2,108
Persons			
Persons Living with Disabilities			10,364
Farmworkers			15
San Rafael's "Share" of Estimated Countywide Homeless Population			809

Source: U.S. Census, 2000; Marin Continuum of Housing and Services (2001)

Special needs housing stock is 54.7 % of all the established deed restricted affordable housing units throughout Marin County. If all the units in the pipeline are constructed, the total affordable housing stock would increase by 49%.

There is a range along a continuum of housing for special needs, beginning with independent living (owning or renting), to assisted living (licensed facilities), to supportive housing, transitional housing, and finally emergency shelter. Further, the vast majority of special needs housing is service enriched. In other words, services are offered to residents to help them maintain independent living as long as possible.

The Marin Housing Authority administers Section 8 Payment Program certificates that house 4,917 people (in 1,859 units). The waiting list for the Section 8 Program can be as long as five years due to the number of individuals and families who are in need of subsidized housing. The Shelter Plus Care Program provides 65 rental subsidies linked with supportive services to 78 individuals who are homeless with a mental health disability. Lastly, there are 98 rental subsidies for 114 people living with HIV/AIDS that are served through the Housing Opportunities for People With Aids Programs (HOPWA). Additional programs offer services to specific special needs populations housed through Marin Housing Authority which assist tenants in maintaining their housing. These programs target services to frail seniors, families to become self-sufficient, and at risk populations with a substance abuse and or mental health disability.

Additional evidence of need is illustrated by the waiting list for the Section 8 Program, which the Marin Housing Authority opened in Spring, 2000 with the following results: (1) 2,486 households submitted

applications; (2) 1,715 or 68% live or work in Marin County; (3) 126 households or 7.3% were from San Rafael; (4) in Marin County, half of the applications were from families, one-quarter from disabled/handicapped, one-tenth from elderly households, and one-ninth from single person households; and (5) 60% of the applications were from non-Hispanic /Caucasian families, 26% from African American families, 14% from Hispanic families, 9% from Asian families, and 1% from Native American families.

Exhibit L: Programs Administered by Marin Housing (2000)

Type of Housing Program	San Rafael	Countywide
Section 8 Rental Assistance	834	1,859
Conventional Public Housing	40	496
MHA-Owned Rental Housing	28	83
Rebate for Marin Renters	17	64
Mortgage Credit Certificates	72	268
Residential Rehabilitation Loans	76	533
Shelter Plus Care	24	65
Housing Assistline	812	2,174
Housing Opportunities for People with AIDS (HOPWA)	58	114
Rental Deposit Guarantees	46	91

Note: These figures do not include all subsidized units in Marin County, as many projects are owned ad/or managed by nonprofit organizations.
Source: Marin Housing, 2001

Seniors

The greatest increases in population age groups over the next 40 years are expected to be elderly and young adult households, which tend to have the lowest income levels. According to the 2000 U.S. Census, 23.5% of all households in Marin County are age 65 or older. The Marin Commission on Aging (MCA) predicts that by the year 2020 one out of every three Marin residents will be 60 years of age or older. MCA predicts this age group will nearly double in size from 40,000 to 74,000 persons by 2020. Three out of four individuals of the "oldest old", 85 years of age or greater, are expected to be women.

With the overall aging of society, the senior population (persons over 65 years of age) will increase in most communities. Consequently, the need for affordable and specialized housing for older residents will grow. The 2000 U.S. Census reported 4,992 senior households in San Rafael, comprising 22.3 percent of all households. Of these, 3,892 senior households are owner occupied (or 78 percent) and 1,100 are renter occupied (or 22 percent). Eleven percent of the population in San Rafael are seniors living alone. Many seniors are living in larger homes which provided sufficient housing for past needs but which may exceed needs now.

Exhibit M: Number of Households Headed by Seniors (2000)
(Householder Age 65 or More)

		Renter Households	Owner Households	Total Senior Households
Belvedere		90	297	387
	Percent	23%	77%	40%
Corte Madera		63	752	815
	Percent	8%	92%	22%
Fairfax		121	379	500
	Percent	24%	76%	15%
Larkspur		666	974	1,640
	Percent	41%	59%	27%
Mill Valley		431	1,040	1,471
	Percent	29%	71%	24%
Novato		751	3,029	3,780
	Percent	20%	80%	20%
Ross		6	179	185
	Percent	3%	97%	24%
San Anselmo		129	803	932
	Percent	13%	86%	18%
San Rafael		**1,100**	**3,892**	**4,992**
	Percent	**22%**	**78%**	**22%**
Sausalito		148	509	657
	Percent	23%	77%	15%
Tiburon		170	768	938
	Percent	18%	82	25%
Unincorporated		771	4,538	5,309
	Percent	15%	85%	21%
Total County		4,446	17,160	21,606
	Percent	21%	79%	21%

Total senior households percentage is the percentage of ALL households.
Source: U.S. Census, 2000.

Typical housing types that meet the needs of seniors include smaller attached or detached housing for independent living (both market rate and below market rate); second units; shared housing; age-restricted below-market-rate rental developments; congregate care facilities, such as Smith Ranch Homes; residential care homes licensed by the state; and skilled nursing homes such as Fifth Avenue Convalescent Homes. Recent housing for seniors built in San Rafael include 62 affordable units at the Maria B. Frietas Senior Housing development, 56 assisted living units at 111 Merrydale, and the 62 unit expansion at Aldersley Retirement.

Congregate housing is long-term supportive housing in a group setting, which includes independent living sleeping accommodations in conjunction with shared dining and recreational facilities. Residents of congregate care facilities occupy individual apartments, most of that include kitchens, although these may be minimal. The facility has a centralized dining room and kitchen where at least one hot meal per day is provided. Other services may include maid service, security and emergency services, recreation rooms,

nursing assistance, and beauty salons. A variation of congregate housing is called "life care." Elderly persons buy into a life care development with an initial non-refundable accommodation fee plus a monthly fee. The price guarantees occupancy in a particular size of apartment and typically one meal a day. Tenants may also move into a "personal care" unit (no kitchen, three hot meals provided) or nursing facility if health support needs change. One version of life care allows purchase of a condominium unit so that the member owns a real asset.

Many supportive housing developments for the elderly have been built using HUD's Section 202 and 202/8 programs, which provide direct loan financing. Non-profit organizations have been instrumental in marshaling the resources to construct and operate the developments, but housing authorities and for-profit developers are also potential development project sponsors.

Elderly households can be defined, in part, by the age distribution and demographic projections of a community's population. This identifies the maximum need for elderly housing. Particular needs, such as the need for smaller and more efficient housing, for barrier-free and accessible housing, and for a wide variety of housing with health care and/or personal services should be addressed, as should providing a continuum of care as elderly households become less self-reliant. According to a private study conducted by Haran Hall Limited, the average senior unit in the Bay Area houses 1.2 persons as compared to the current average household size in San Rafael of 2.42.

Family Housing and Housing for Large Households

Large households, defined in the Census as households with five or more persons, also have special housing needs. According to the 2000 U.S. Census there are 2,108 large households in San Rafael, accounting for 9.4 percent of all households in the City. Of these households, 637 large households are owner occupied (5.3 percent of owner units) and 1,471 are renter occupied (14.2 percent of renter units). Large households tend to have difficulties purchasing housing because large housing units are rarely affordable and rental units with three or more bedrooms are not as common as one and two bedroom units.

Exhibit N: Number of Large Households (2000)
(Households with Five or More Persons)

	Renter Households	Owner Households	Total Large Households
Belvedere	10	33	43
Percent	23%	77%	4%
Corte Madera	50	176	226
Percent	22%	78%	6%
Fairfax	32	87	119
Percent	27%	73%	4%
Larkspur	42	144	186
Percent	23%	77%	3%
Mill Valley	68	208	276
Percent	25%	75%	4%
Novato	697	920	1,617
Percent	43%	57%	9%
Ross	14	103	117
Percent	3%	97%	24%
San Anselmo	30	184	214
Percent	14%	86%	4%
San Rafael	**1,471**	**637**	**2,108**
Percent	**70%**	**30%**	**9%**
Sausalito	4	24	28
Percent	14%	86%	1%
Tiburon	43	170	213
Percent	20%	80	6%
Unincorporated	447	1,231	1,678
Percent	27%	73%	7%
Total County	2,908	3,917	6,825
Percent	43%	57%	7%

Total large households percentage is the percentage of ALL households.
Source: U.S. Census, 2000.

People Living with Disabilities

The 2000 U.S. Census reported 7,831 individuals age 5-64 with a disability in San Rafael, accounting for 14 percent of the population. Approximately 45 percent of people living with disabilities aged 21-64 are not employed. In addition, there are 2,533 disabled seniors in San Rafael, comprising 35.5 percent of people over age 65. Overall, 10,364 individuals, or 18.5 percent of San Rafael's total population, are identified as disabled.

The design of housing, accessibility modifications, proximity to services and transit, and group living opportunities represent some of the types of considerations and accommodations that are important in serving this need group. Incorporating barrier-free design in all new multifamily housing is especially important to provide the widest range of choice. Doing so is required by the California and Federal Fair Housing laws.

Special consideration should also be given to the issue of income and affordability, as people with disabilities may be in fixed income situations.

Chapter 671, Statutes of 2001 (Senate Bill 520) requires localities to analyze potential and actual constraints upon the development, maintenance and improvement of housing for persons with disabilities and to demonstrate local efforts to remove governmental constraints that hinder the locality from meeting the need for housing for persons with disabilities. The has mechanisms either through the variance or exceptions process to modify standards to accommodate persons living with special needs. The City will conduct an evaluation of its zoning ordinance and other policies to identify and eliminate potential barriers to the construction of housing for people with disabilities.

San Rafael provides reasonable accommodation for persons with disabilities with respect to zoning, permit processing and building laws, and makes this information available to the public. The City does not restrict the siting of group homes nor require a minimum distance between group homes. Group homes with 6 or fewer occupants are permitted by right in single-family homes, and the City does not have any occupancy standards in the zoning code that apply specifically to unrelated adults. Group homes with over 6 persons are allowed in all residential districts with a Use Permit. The approval process for a Use Permit for a group home is the same as for any other residential development and requires public notice and approval by the zoning administrator or a public hearing and approval by the Planning Commission. For a detailed description of this of this permitting process, see the discussion of Potential Governmental Constraints and Opportunities.

People living with disabilities who are on fixed incomes may require a wide range of different housing, depending on the type and severity of their disability as well as personal preference and life-style. Housing designed "barrier-free," with accessibility modifications, on-site services, mixed income diversity, proximity to services and transit and group living opportunities represent some of the types of considerations and accommodations that are important in serving this need group. Examples of recently built affordable projects in San Rafael include the 11 unit low income Ecology House, which is a national model for people with environmental sensitivities, and 1414 Lincoln, which is 7 units for the disabled.

The City's zoning code has been determined to be in compliance with the Americans with Disabilities Act. San Rafael allows displacement of required on-site parking if it is to accommodate ADA accessibility facilities (ramps, etc.) and offers reduced parking standards for any development, including housing for the disabled, wherever reduced need can be demonstrated. The Building Department administers Title 24 provisions consistently for all disabilities-related construction and responds to complaints regarding any violations.

As the population ages, handicapped-accessible housing will become even more necessary. Consideration can be given to handicapped dwelling conversion (or adaptability) and appropriate site design. Buckelew, Allegria, MARC and the Marin Center for Independent Living serve people living with disabilities. The Marin Center for Independent Living, for example, serves approximately 4,000 people a year throughout Marin County. Most of their clients live under the poverty level, the average client earning about $7,200 a year.

Single Parent and Female-headed Households

Female-headed households need affordable housing with day care and recreation programs on-site or nearby, in proximity to schools and with access to services. Households with female heads, like large households, may have difficulty in finding appropriate-sized housing. And despite fair housing laws and programs, discrimination against children may make it more difficult for this group to find adequate housing. Women in the housing market, especially the elderly, low and moderate income and single-parents, face significant

difficulties finding housing, and both ownership and rental units are extremely expensive relative to the incomes of many people in this population category.

According to the 2000 U.S. Census there are 2,011 households headed by a female in San Rafael, accounting for 9 percent of all households in the city. Of these, 1,156 have children under the age of eighteen.

San Rafael is home to a "safe house" providing transitional housing for women and a safe place to live when leaving an abusive partner and establishing a new life. Marin Services for Women provides drug and alcohol recovery services for women and their families. Their programs include primary treatment (including a residential treatment program), community education on women and addiction, and transitional housing. The organization provides 12 housing units for women coming out of primary treatment programs. These affordable housing units do not include space for children. The housing is transitional, and clients generally stay 6 to 12 months. In order to be eligible for housing, women must be in recovery, maintain sobriety, and maintain their apartment. They check in with Marin Services for Women staff once a week. Marin Services for Women also provides jobs services, including linkages with vocational programs.

The current waiting list for the residential treatment program or the transitional housing averages about 30 people a month. Priority is given to pregnant women. There is a significant dropoff rate from the waiting list, because if people have to wait, they are much less likely to seek help. Marin Services for Women could easily double their clients, because the need is clearly there.

The demand for treatment has increased tremendously since Proposition 36 passed in 2000. Marin County is in process of implementing that law, which requires some people charged with drug possession to undergo treatment instead of imprisonment. This has resulted in a lack of residential treatment capacity countywide, and an increase in outpatient treatment, whether that is appropriate or not.

The ability for recovering substance abusers to remain sober can be affected by the inability to find affordable housing. The high cost of housing, poor credit, and in some cases a criminal record can make finding long-term housing difficult. In addition, most traditional female jobs pay less resulting in fewer resources to pay for housing.

Farmworkers

State law requires that housing elements evaluate the needs of farmworker housing in the local jurisdiction; however, ABAG did not assess the regional need for additional farmworker housing in the Bay Area. Most if not all San Rafael residents employed in farming occupations are employed in wholesale and horticulture businesses and there are no localized needs for seasonal or other types of farmworker housing. There was no migrant worker housing identified in San Rafael in the 1990 Census. (The 1990 Census reported only 17 housing units in the entire county to be for migrant farm workers.) The 2000 U.S. Census reported 15 individuals employed in farming, fishing, and forestry occupations residing in San Rafael.

Local Workers

Public employees and local workers can also have special housing needs in communities with particularly high housing costs. Although they may commute from other places in the region, we can define employees as a group with special housing needs, developing appropriate policies and programs to address those needs.

Already the mismatch between the location of jobs and housing is straining the region's roadways and environment. As the cost for housing near job centers has risen, workers have sought more affordable housing in communities farther and farther away from their jobs, compounding traffic congestion. This trend is common in many regions in California.

A recent survey by Marin County found that 50% of County employees and 80% of public safety employees live outside of Marin. The make-up of the City's firefighter roster shows that of the 75 firefighters 64% live outside of Marin County.

In 2000, the public employees union (MAPE/SEIU) conducted a survey of over 1,500 represented employees working for 14 different agencies, including the County of Marin. The survey found over 52 percent owned a residence, and 57 percent of those would like to move closer to work. Almost 23 percent of those completing the survey failed to identify themselves as eligible for some sort of housing subsidy or support when indeed they would be eligible. More than half the renters considered owning a home as their top priority. Down payments and mortgage payments appeared as roughly equal obstacles preventing employees from living close to work. Many public agency jobs pay salaries in the very low and low-income category.

Of the respondents, 74 percent were eligible for a subsidized housing program of some sort according to the income levels established by HUD. By examining County income levels for Union members with a family of one, the Union determined that 94 percent of those employees qualify for assistance, with 57 percent qualifying for Section 8 rental subsidies. The difference between 74 percent and 94 percent may represent the added benefits of spousal income, something the survey could not track. The most frequently reported income was $35,000 per year, which would qualify for a Section 8 subsidy. Over half the respondents had incomes of less than $45,700, which for a family of two also makes them qualified for Section 8 subsidies.

Commutes averaged from 34 - 37 minutes and ranged from 5 minutes to 3 hours. Given that this figure represents one direction, members reported spending over an hour per day commuting. This is slightly above federal statistics from the last census data for Northern California. Impacts can occur in lost worker productivity, lack of connection with the community, and difficulty in employee recruitment and retention.

Individuals and Families Who Are Homeless

Homeless individuals and families have perhaps the most immediate housing need of any group. They also have one of the most difficult sets of housing needs to meet, due to the transient nature of the population and both the diversity and complexity of the factors that lead to homelessness. Community opposition to the siting of housing that serve homeless clients is also a potential impediment.

Based on discussions with Homeward Bound, the homeless population (persons either homeless or at imminent risk of homeless) is growing countywide. The homeless population in California is estimated at approximately one percent of the state's total population. About a third consist of homeless families. Homeless circumstances vary considerably. Homelessness and near-homelessness is an important countywide concern. The key findings of a 2001 report prepared by the Marin Continuum of Housing and Services (a collaboration of over twenty Marin organizations providing housing and related services) were as follows:

(1) Approximately 3.5% of Marin's population was either homeless or in imminent risk of becoming homeless at some point in 2001.
(2) 1,909 households comprising 2,885 people were homeless in Marin at some point in 2001, with 689 of those being children (24%).
(3) 2,413 households comprising 5,768 people were at imminent risk of losing their housing during 2001.
(4) Over one third of homeless and at-risk households were families with children.
(5) 30% of the homeless and at-risk households were working families. Household incomes averaged $922 per month (16% of the median income).
(6) 3,051 Marin children were either homeless or at imminent risk of homelessness in 2001.

Although homelessness is a countywide issue and the population is transient, it is difficult to estimate an exact number of homeless persons in San Rafael. The most reasonable way to approximate San Rafael's homeless population is to ascertain the San Rafael Planning Area's "share" based upon its proportional population (28% of the County's population). Thus, San Rafael's "share" of the homeless population is estimated to number 515 households comprising 779 individuals. The City has several facilities serving homeless needs including: Ritter House, which provides day services (showers, phone, food, clothing); several residential facilities for treatment of alcoholism; two shelters (1 transitional); a hotel voucher program; one shelter for women; and St. Vincent's Dining Hall, which provides free meals.

In addition, the Police Department has developed a model program of having a Police Officer (with a Ph.D.) trained to work with mentally ill homeless persons in finding treatment and assistance in finding a place to live. Downtown, there are several single room occupancy buildings providing valuable affordable housing for the very low income.

The following are strategies for the City to participate in addressing the needs of people at risk of homelessness in the county: (1) provide more affordable housing; (2) provide opportunities for second units; and (3) provide additional financial support to homeless service providers. The City should also continue to participate in local and countywide programs to provide for a continuum of care for the homeless including emergency shelters, transitional housing, supportive housing and permanent housing.

Under the City's current zoning plan, homeless shelters are allowed in areas zoned for office or commercial uses with a Conditional Use Permit. Under a Use Permit, the City can apply standards for homeless shelters as conditions of approval addressing a variety of issues related to: (1) exterior design (such as landscaping, lighting and parking); (2) interior features (such as safes, laundry, and shower facilities); and (3) shelter operations (such as house rules or shelter operation). The existence of the CUP requirements may well act as a governmental constraint on the development and placement of homeless shelters. To study and address this issue, the City has created Housing Program H-16d, which requires the City to analyze zoning for homeless shelters.

Homeless shelters, both permanent and temporary (seasonal shelters, up to six months) are listed in San Rafael's zoning ordinance. Transitional housing is not subject to zoning restrictions. The table below summarizes the districts where homeless shelters are permitted as a conditional use ("C"). If the space is blank, the use is not permitted. Permanent homeless shelters are allowed in many of San Rafael's commercial districts, and temporary shelters are allowed throughout the city.

Exhibit O: Homeless Shelters by Zoning District

Shelter Type	R	DR	MR	HR	PD	GC	NC	O	C/O	R/O	FBWC
Permanent				C		C			C	C	
Temporary	C	C	C	C	C	C	C	C	C	C	C

Shelter Type	4SRC	HO	CSMU	2/3 MUE	2/3 MUW	WEV	5/M R/O	I	LI/O	CC I/O
Permanent								C	C	C
Temporary	C	C	C	C	C	C	C	C	C	C

District Key

R: Single-family

DR: Duplex Residential

MR: Multi-family Medium Density

HR: Multi-family High Density

PD: Planned Development District

GC: General Commercial

NC: Neighborhood Commercial

O: Office

C/O: Commercial/Office

R/O: Residential Office

FBWC: Francisco Boulevard West Commercial

4SRC: Fourth Street Retail Core

HO: Hetherton Office

CSMU: Cross Street Mixed Use

2/3 MUE: Second/Third Mixed Use East

2/3 MUW: Second/Third Mixed Use West

WEV: West End Village

5/M R/O: Fifth/Mission Residential/Office

I: Industrial

LI/O: Light Industrial Office

CCI/O: Core Canal Industrial/Office

San Rafael provides most of the emergency shelter facilities in Marin County, including a free dining hall, a day services center, and several transitional housing facilities.

"At Risk" Housing

Government Code Section 65583 requires each city and county to conduct an analysis and identify programs for preserving assisted housing developments. The analysis is required to identify any low income units which are at risk of losing subsidies over the next 10 years. The table on the next page lists assisted housing developments in San Rafael. Based on this analysis, there are no units at risk during the planning period of the Housing Element. Further, while Martinelli House, Nova House and Pilgrim Park Apartments have federally assisted mortgages that will be expiring within the ten years, these three developments are owned by non-profit groups that have publicly stated their intentions to continue to operate their properties as affordable housing after the expiration of those mortgages.

While there are no assisted units at risk due to expiring Federal mortgages, the continued reduction of the Federal project-based Section 8 program could have a significant negative impact on existing assisted housing developments.

Exhibit P: Assisted Housing Developments in San Rafael, 2003

Project Name	Owner Name	No. of Units	Subsidy	Date of Termination
1050-1070 Cresta Highlands of Marin	Northbay Properties II	33	Bonds	2029
1351 Lincoln	EAH (Non-profit)	6 (Developmentally Disabled)	Sec. 811	2016
1606 Third St. 11-241-44	R. Copple 1299 Fourth St, Ste. 207 San Rafael CA 94901-3028	5	1996 HOME, Mortgage, Rev. Bonds	
161 & 165 Novato St.	Canal Community Alliance (Non-profit)	8	RDA, MCF	2040
39 Mary St.	Catholic Charities (Non-profit)	8	RDA 1993 in pereputity 100% VL, CDBG, HOME	In perpetuity
5 Golden Hinde 175-292-36, 37	Marin Housing Authority	40 (Senior disabled)	Public Housing	(1)
55 Fairfax	BRIDGE Housing (Non-profit)	40	RDA Loan, CDBG,HOME	2057
626 Del Ganado 178-113-23	Marin Housing for Handicapped (Non-profit)	12	FHA, Section 202	Section 8 2007
710 Fourth St	MCIL (Non-profit)	5	RDA, CDBG	2027
Belvedere Place 162 Belvedere St.	BRIDGE Housing (Non-profit)	26	RDA, TCAC, HOME, MCF	2055
Carmel Hotel 831 B Street	Homeward Bound (Non-profit)	29	RDA, CDBG	2028
Centertown Third & C Streets	Centertown Assoc. (Non-profit partnership)	60	RDA owns land -75-year lease. TCAC, DCBG, RDA loan	2064
Ecology House	Ecology House, Inc. (Non-profit)	11	Sect. 811, CDBG, HOME	2029
Gordon's Opera House 1337 Fourth St	Art Works Downtown (Non-profit)	17	RDA	2039
Hickory House	Exodus (Non-profit)	6 (Disabled)	CDBG Private mortgage	(2)
Lone Palm	Continuum Housing	60	RDA, TCAC	2047
Maria B. Freitas	Mercy Charities (Non-profit)	60	Sect. 202, HOME	2040
Marin Hotel 1111 Fourth St	Homeward Bound (Non-profit)	19	RDA	2015
Martinelli House 1327 Lincoln Ave 11-183-07	Mercy Charities (Non-profit)	66 (Senior disabled)	FHA Section 236 (J), CDBG	2014
Mills St. Shelter	Homeward Bound (Non-profit)	40	CDBG	(2)
Nova House 393 Nova Albion	MARC (Non-profit)	6	Sect. 202, CDBG, HOME	2012

One H St	Continuum Housing	20	RDA $100,000	2028
Parnow Friendship	EAH (Non-profit)	72	Sect. 202, CDBG	PRAC expires 2017
Pilgrim Park Apts. 96 Pilgrim Way 179-222-31	Pilgrim Park, Inc. (Non-profit-church)	61	FHA Section 236	2010
Rivera 455 Canal	EAH (Non-profit)	28	CDBG, Tax Credits	2057
Roger Green 7 Mariposa	Buckelew (Non-profit)	10	HOME, RDA	2040
Rotary Manor 1851 Fifth Ave. 10-291-66	Rotary Manor 1851 Fifth Ave. San Rafael CA 94901 (Non-profit)	99	RDA, owned by non profit	2017
San Rafael Commons 302 Fourth St. 14-092-22	BRIDGE Housing (Non-profit)	83	RDA Reg. Agreement Tax Credit & Bonds Sect. 236 (J) (I)	2056
St. Vincent's 822 B St.	St. Vincent's (Non-profit)	7	RDA	2041
Sundance 95 Medway	Marin Housing Authority	28	NA-Public Housing RDA	(1)
Town Center 998 Fourth St	Rafael Town Center Investors	38	RDA	2025
Turina House 10 La Brea Wy	EAH (Non-profit)	28	Tax credit	2057
Venetia Oaks No. San Pedro Rd.	Marin Housing Authority	36	Public Housing	(1)

(1) The Marin Housing Authority (MHA) owns and manages two public housing developments at 5 Golden Hinde and Sundance, 95 Medway Drive. These developments are dependent on federal subsidies to maintain their operating budgets, but there is no risk that the units will convert to market rate as long as the federal government continues financial support.
(2) Owned by non profit housing groups with private mortgages. No Federal funds so no risk of expiring covenants.

Source: San Rafael Community Development and Economic Development Departments, 2003

Based on a study in 2001 conducted by Barbara Collins, Marin County Affordable Housing Strategist, there are 3,226 deed restricted affordable housing units currently in Marin County. There are an additional 1,597 proposed units in various stages of the development process. Of those, 945 are planned for the City of San Rafael, with most of those units incorporated into the Hamilton Reuse Plan. For planning purposes, deed restrictions for 33.1% of the established affordable housing stock will expire in the next 15 years. Countywide, developments which are "at risk" of expiring through to the year 2007 contain 825 units eligible to convert to market rate units based on funding restrictions, with some exceptions. Of the 825 units, 58 units are designated in the Below Market Rate program managed by Marin Housing Authority, and are generally restricted permanently with a slight cost increase to cover resale or legal expenses. Beginning in the year 2007 through 2012 there will be 266 units "at risk" of converting to market rate in Marin County. Of these, 91 are BMR units subject to resale controls.

Program actions to preserve "at risk" units include working with the property owners and/or other parties to ensure that they are conserved as part of the City's affordable housing stock. A key component of the actions will be to identify funding sources and timelines for action, as described in the programs section.

Evaluation of the Current Housing Element

Overview

The City's current Housing Element was adopted in 1989. The first step in updating the Housing Element is to conduct a thorough and critical evaluation of the 1989 Housing Element. What worked well? What didn't? And what could be done better? What's missing?

State law requires that three major areas of consideration be addressed through the evaluation process and reflected in the updated Housing Element:

(1) **Appropriateness of Goals, Objectives, and Policies** (65588(a)(1)). A description of how the goals, objectives, policies, and programs of the updated element incorporate what has been learned from the results of the prior element.
(2) **Effectiveness of the Element** (65588(a)(2)). A review of the actual result of the earlier element's goals, objectives, policies and programs. The results should be quantified where possible (e.g., rehabilitation results) but may be qualitative where necessary (e.g., mitigation of governmental constraints).
(3) **Progress in Implementation** (65588(a)(3)). An analysis of the significant differences between what was projected or planned in the earlier element and what was achieved.

Below in Attachment A is a detailed, program-by-program evaluation of the 1988 Housing Element. There are many factors which affect the success or apparent failure of a policy or program, including what the City has done and what other agencies or groups have done to implement the program. Other factors affecting program success include the effects of the economy in general, decreasing availability of state and federal funding for new below market rate housing, or lack of opportunity to implement the program.

Summary of Accomplishments

The City of San Rafael is sensitive to the many converging and competing interests, desires and views in the City relating to development of housing, preservation of the character of San Rafael's neighborhoods and ease of getting around, and protection of environmentally sensitive areas.

To encourage housing in the Downtown, General Plan incentives were adopted in 1988 and 1996 that: (1) allow height and density bonuses for affordable housing; (2) encourage mixed-use development by modifying development potential calculations; (3) reduce the parking requirement for downtown units; (4) provide live/work opportunities; and (5) provide for single-room occupancy units.

In addition, in 2001, the General Plan was amended to review inclusionary requirements to better target new rental housing to very low and low-income households.

San Rafael supports the development and acquisition of affordable housing units by non-profit and for-profit developers. Since 1991, the San Rafael Redevelopment Agency has provided financial assistance that has resulted in an additional 212 affordable rental units and the preservation of 744 rental units restricted to very low and low-income persons. All of these units have ongoing affordability restrictions monitored by the Redevelopment Agency. Community Development and Redevelopment Agency staff works closely with housing advocates and developers to create financially viable projects. Financial support is available in a variety of forms, including loans, grants, tax credits and outright purchases.

Exhibit Q: Affordable Housing Units Built or Approved by Jurisdiction (1988-1998)

		Very Low Income	Low Income	Moderate Income	Total Units
Belvedere		3	8	0	11
	ABAG 1988-1998 Need	1	1	1	3
	Percent of ABAG Need Met	300%	800%	0%	367%
Corte Madera		7	27	15	49
	ABAG 1988-1998 Need	74	66	88	228
	Percent of ABAG Need Met	9%	41%	17%	21%
Fairfax		19	71	12	102
	ABAG 1988-1998 Need	54	41	52	147
	Percent of ABAG Need Met	35%	173%	23%	69%
Larkspur		8	49	28	85
	ABAG 1988-1998 Need	156	123	164	443
	Percent of ABAG Need Met	5%	40%	17%	19%
Mill Valley		8	9	21	38
	ABAG 1988-1998 Need	28	22	28	78
	Percent of ABAG Need Met	29%	41%	75%	49%
Novato		0	50	856	906
	ABAG 1988-1998 Need	777	648	864	2,289
	Percent of ABAG Need Met	0%	8%	99%	40%
Ross		0	0	0	0
	ABAG 1988-1998 Need	2	2	2	6
	Percent of ABAG Need Met	0%	0%	0%	0%
San Anselmo		0	14	1	15
	ABAG 1988-1998 Need	9	8	9	26
	Percent of ABAG Need Met	0%	175%	11%	58%
San Rafael		**56**	**196**	**255**	**507**
	ABAG 1988-1998 Need	**738**	**527**	**703**	**1,968**
	Percent of ABAG Need Met	**8%**	**37%**	**36%**	**26%**
Sausalito		3	7	6	16
	ABAG 1988-1998 Need	56	41	59	156
	Percent of ABAG Need Met	5%	17%	10%	10%
Tiburon		16	3	0	19
	ABAG 1988-1998 Need	65	54	65	184
	Percent of ABAG Need Met	25%	6%	0%	10%
Unincorporated		153	230	178	561
	ABAG 1988-1998 Need	44	34	47	125
	Percent of ABAG Need Met	348%	676%	379%	449%
Total County		**273**	**664**	**1,372**	**2,309**
	ABAG 1988-1998 Need	**2,004**	**1,567**	**2,082**	**5,653**
	Percent of ABAG Need Met	**14%**	**42%**	**66%**	**41%**

Source: Housing Need Determinations, ABAG, September 1988; Local Jurisdictions, 2000

The Redevelopment Agency planning period runs to 2004-05. Between 1999 and 2005 the RDA is anticipated to collect $8,454,000 in housing funds and is expected to spend $8.4 million leaving a balance of $54,000 at the end of 2005. In 2005-06 the RDA anticipates receiving another $930,000. The RDA has not yet budgeted that money but it is anticipated that $500,000 would be spent which would leave an anticipated balance of $484,000 at the end of 2005-06. In summary, the RDA anticipates receiving $9.384 M and spending $8.9 M from 1999 to 2005-06.

SB 1045 adopted in the 2003-04 legislative session requires all redevelopment agencies to contribute to the Educational Revenue Augmentation Fund (ERAF). The ERAF contribution for the San Rafael Redevelopment Agency is estimated to be $170,000 for 2002-03 and $305,000 for 2003-04. Current Agency bonded indebtedness may require the Agency to borrow a portion of these funds from the Agency's low and moderate income housing fund to be repaid over a period of ten years.

Future actions by the State Legislature may result in additional ERAF contributions from redevelopment agencies. The Legislature and Governor's office have also proposed utilizing all unallocated redevelopment agency low and moderate income housing funds to contribute to the State's budget. Removing all unallocated housing funds from the San Rafael

Redevelopment Agency would jeopardize future housing projects where the funds have not yet been allocated and would negatively impact the Agency's ability to initiate and complete affordable housing projects and activities.

The Redevelopment Agency works closely with the development community to assist in the creation of new housing units. The type of assistance varies by project. The Agency staff is available during the pre-development process to provide technical assistance in the areas of zoning, parking, site constraints and environmental cleanup. Once the pre-development and due diligence processes are completed, the Agency can provide direct financial assistance. In the past Agency assistance has included purchasing the land, long term ground leases at favorable rates, Agency grants, and Agency loans with favorable repayment terms. Agency staff also provides assistance on tax credit applications and issues tax exempt bonds for tax credit projects.

In addition to the services outlined above, the San Rafael Redevelopment Agency provides direct loans and grants to non profit organizations that are acquiring and rehabilitating affordable housing units. The chart entitled Assisted Housing Projects, San Rafael 2003 lists the projects that have been assisted by Redevelopment Agency funds to date. The Agency Implementation Plan for 2000/01 to 2004/05 lists the following projections for very low and low income units in the Redevelopment Project Area and the City of San Rafael: (1) Housing Units Rehabilitated – 212; (2) New Units – 301; and (3) Units Assisted – 5.

The Planning Commission and City Council have unanimously supported new housing development. Housing development in the past 12 years has provided a significant amount of affordable housing including Centertown, Maria B. Freitas Senior Housing, and Ecology House. San Rafael's Redevelopment Agency tracks the 'below market rate" units and ensures that they are providing housing for households of the targeted incomes. Because of the City's inclusionary and density bonus policies, about 25 percent of the new housing in San Rafael is affordable to households earning below the median household income level.

In short, implementing San Rafael's housing policies is a team effort, grounded by General Plan policies and empowered by a vision that affordable units are an essential part of San Rafael's housing stock. The City continues to support a multi-faceted approach to housing that builds

upon these successes, maximizes the chances for broad community consensus and fulfills the State of California's requirement that adequate housing potential exists to meet specified housing needs.

Key Findings from the Evaluation of the City's Current Housing Element

In general, the goals, policies, and programs in the 1988 Housing Element have provided a comprehensive set of actions to meet the City's affordable housing needs and provide a diversity of housing types. The entire General Plan, including this revised Housing Element, reaffirms City goals by: (1) acting as a guide for municipal decisions which affect the quality and quantity of housing; (2) maintaining housing growth within limits of available services; and (3) maintaining San Rafael's present quality of life by balancing the availability of housing with other environmental and neighborhood considerations.

San Rafael's housing strategies are to:
(1) Preserve and strengthen San Rafael's neighborhoods so that they continue to improve over time.
(2) Be proactive in new housing so that changes continue to enhance San Rafael, making it an ever-increasingly attractive place to live; and
(3) Target resources for effective partnerships involving neighborhoods, businesses, civic and service organizations, and the County in addressing housing needs.

The City's strong commitment to meeting the needs for affordable housing is demonstrated through permit streamlining, financial support, and community involvement. Housing policies are written so that affordable housing is targeted to a variety of economic levels, integrated into projects and dispersed throughout the community. Implementation of a policy is handled on a case-by-case basis to provide flexibility in responding to unique site or project circumstances. Support is also provided by elected officials and a business community who understand the critical role affordable housing has in making San Rafael a balanced and healthy community.

Because San Rafael has little remaining vacant land available for large-scale development, building on smaller or under-utilized sites scattered throughout the city will be important in meeting its housing needs. These "infill" sites must be developed in a way that best adds value to a neighborhood. Encouraging new housing development at appropriate densities, promoting mixed-uses where housing can be incorporated into areas of commercial-only or industrial-only uses, and supporting continued development of second units will help make better use of our land resources and help to address San Rafael's housing needs.

Housing policies must be integrated with related issues such as land use, design, traffic capacity, economic development, adequate infrastructure, and others. For example, design policies for multifamily housing will help to ensure enhancement of neighborhood identity and sense of community so that new housing will have a sensitive transition of scale and compatibility in form to the surrounding neighborhood. Linkages with land use strategies that encourage use of transit are also supported in housing policies.

The following findings and recommendations are based upon the review of current policies and programs as contained in the program evaluation (see below):

(1) Continue the City's proactive role in protecting neighborhoods and existing housing, and in assuring that new housing continues to enhance the City's diversity, economy and quality of life.
(2) Broaden affordability requirements in new housing developments. Establish higher percentages of affordable units when traffic allocation and density bonuses are requested.
(3) Require new nonresidential development to contribute to production of affordable housing, such as providing housing on- or off-site, subsidizing mortgages and/or rents and payment of in-lieu fees.
(4) Support housing, either as redevelopment or infill, to improve certain areas of town.

(5) Encourage second units as a means of dispersing small, affordable units throughout the community by modifying zoning regulations and processing requirements.
(6) Require that illegal units are abated/removed or legalized.
(7) Expand allowances for mixed-use and infill housing development near transit and in commercial areas in order to create housing near workplaces.
(8) Encourage development at higher densities within easy walking distance to transit where reduced automobile usage and parking requirements are possible.
(9) Continue to support housing for population groups who require special assistance, such as homeless persons, people living with disabilities, seniors, large families, single-parent households; and to link housing to health and human services programs.

Potential Non-Governmental Constraints and Opportunities

State law requires an analysis of potential and actual governmental and non-governmental constraints to the maintenance, improvement, and development of housing for all income levels. The Housing Element must identify ways, if any, to reduce or overcome these constraints in order to meet the City's housing needs.

Land and Financing Costs

The price of housing has risen since the late 70's at a much faster rate than household income. Contributing factors are the costs of land, materials, labor, financing, fees and associated development requirements, sales commissions, and profits. Another factor is the increasing perception of housing as a commodity for speculation. The typical cost to build an average quality wood frame single-family detached home is about $150 to $200/square foot, and more for more expensive custom-built homes. Construction costs for an average multiple family unit are generally about 20-25% less per square foot.

Vacant land within the City of San Rafael is limited (there are currently 24 vacant lots currently on the market). Since the demand for housing in the City is very high, the value of potential residential land is increasing and has become a substantial factor in the cost of providing housing. Local realtors report that current market prices for buildable lots for single-family dwellings average about $500,000 for a half-acre lot ($11.48/square foot). Land costs may exceed this amount in areas that provide more amenities or in the most desirable locations. Land costs for multifamily development heavily depend upon allowable densities, construction constraints, and potential fees for rezoning, general plan amendments and environmental impact review and mitigation efforts. According to local developers, fair market land values for multifamily development can be approximated at $30,000 to $35,000 per unit. Thus, one acre, properly zoned, with a 25-unit density allowance, would cost approximately $700,000 ($16.07/square foot).

Infrastructure Availability

Infrastructure, services and utilities needs for future development are addressed in the San Rafael General Plan. They do not represent a constraint to development as policies and programs are in place to assure that adequate infrastructure and services will adequately serve new in-fill development consistent with the ABAG Regional Housing Needs. Traffic, in particular, continues to be a community-wide concern. Sites closer to services and transit offer opportunities to provide housing with limited impacts on traffic. The City's traffic allocation program exempts housing development from participating in the program.

The Marin Municipal Water District is a special purpose district with the responsibility for providing water services throughout Central and Southern Marin County. There have been restrictions placed on new water connections in the past. These restrictions were an interim constraint during drought conditions. Currently, there is no moratorium on new hook-ups. However, to be eligible for water service a property must front on

an existing water main and the structure to be served must be within 125 feet of the main. A member of the City Council acts as a liaison between the City and the District.

Financing

Financing for above moderate or market rate housing is not restrained for those who can qualify. It is difficult, however, for first-time home buyers without capital or equity to qualify for financing without incomes near $100,000. For example, the income required for a $400,000 mortgage at 7.5% is about $100,000, which requires a monthly payment of about $2,800.

Nationwide, there was a sharp drop in multifamily housing construction during the 1990's which contributed to low vacancy rates and rising rents. According to a study conducted by University of Southern California demographer and planner Dowell Myers, the reason for the drop was due to the loss of federal tax credits, local resistance to apartment construction, litigation and liability issues, and population changes. Until the 1990's single-family and multifamily permits were fairly evenly matched in California, but recently multifamily has represented only 22 percent of the total. Rental construction has become increasingly costly due to the same factors as single-family houses. For these reasons many developers prefer to use scarce land to build units for sale in order to realize an early profit and minimize risk. Units for sale are also easier to finance during construction.

Community Concerns

Potential opposition to affordable housing exists in many communities throughout Marin and the Bay Area. It is important in this regard to identify sites for special needs and affordable housing that fit with community character and have minimum impacts. Design plays a critical role in creating new developments that blend into the existing neighborhood, especially in higher density developments that might otherwise seem out of place. Good design can help ensure that high density developments are not bulky or out-of-scale. Through sensitive design, a building's perceived bulk can be significantly reduced to create a development that blends with the existing character of the neighborhood. Design strategies which the City has used to minimize the perception of bulk and create a blending with the community do not necessarily increase costs. These include:

(1) Minimize building heights;
(2) Break-up the building "mass" in its architecture and detailing;
(3) Vary the roofline;
(4) Create a three-dimensional facade (rather than a massive, flat facade);
(5) Step-back the building height, with the lowest part of the building towards the street and adjacent properties, locating the highest part of the building towards the center of the property;
(6) Site the building appropriately in relation to surrounding buildings;
(7) Use architectural design, landscaping, materials and colors that fit with the area;
(8) Use landscaping to blend the buildings with the natural setting;
(9) Provide for open space and pathways throughout the development.

The Marin Consortium for Workforce Housing was established to build public understanding and support for workforce housing. The Consortium focuses public concern on potential environmental impacts, quality of design, and the quality of long-term management of the project. The Housing Element includes a program to work with other entities to help address this potential constraint. In addition, the City's environmental and design review procedures assist in achieving project acceptability and allow for neighborhood participation.

Working with Non-Profit Housing Developers

Community Development and Redevelopment Agency staff work closely with housing advocates and developers to create financially viable projects. Financial support is available in a variety of forms, from loans and grants to tax credits and outright purchase.

The key to the success of non-profit developers lies in three areas: First, in their ability to draw upon a diversity of funding sources and mechanisms to make their developments work financially; second, in their commitment to working cooperatively and constructively with the local community, including local officials as well as neighborhood residents; and third, in their long-term commitment to ensuring excellence in design, construction and management of their developments, creating assets that are valued by the people who live in the developments as well as their neighbors and others in the community.

All affordable housing developments in San Rafael have been the result of collaborative efforts between the government, affordable housing developers and the philanthropic community. In most cases, the City and/or Redevelopment Agency works collaboratively with non-profit developers to provide technical assistance, funding through Redevelopment housing funds, City in lieu fees, CDBG funds and the issuance of tax exempt bonds. The State and Federal governments provide funding through the HOME program and tax-exempt bond allocations. The philanthropic community provides additional funding and the non-profit housing groups construct and manage the housing.

Financing Incentives for Workforce and Special Housing Needs

There are a wide variety of resources provided through federal, state and local programs to support affordable housing development and related programs and services. The single largest (and often least recognized) federal program is mortgage interest tax deduction, estimated at $54 billion in 1996 for the nation. The California Housing Plan (2000) reports that federal assistance for affordable housing was only $17.2 billion nationwide the same year. This assistance was primarily used to maintain and operate the existing supply of affordable housing. Outlays for new construction were considerably lower.

California localities receive federal subsidies for affordable housing through a number of programs. Like State programs, federal programs often change in terms of program details, application procedures, and amount of subsidy dollars available. State agencies also play an important role in providing housing assistance by allocating federal housing funds and/or making loans available to affordable housing developments. The three principal agencies involved are the State Treasurer's Office, the California Housing Finance Agency (CHFA), and the California Department of Housing and Community Development (HCD).

Local government resources, especially through the Redevelopment Agency, have also played an important role in supporting housing development. Highlights of Redevelopment Agency achievements are described in the previous section. When developments are able to demonstrate a financial commitment and contribution from local sources—especially if coupled with regulatory support through policies such as fast-track processing, fee waivers, and/or density bonuses—they are better able to *leverage* funding from other 'outside' sources.

Additionally, all funding sources require separate reporting and data collection. When multiple funding sources are used (usually necessary), additional burdens are placed on developers to track the information required and report on a timely basis with limited staffing.

POTENTIAL GOVERNMENTAL CONSTRAINTS AND OPPORTUNITIES

Land Use Controls and Development Standards

The City of San Rafael regulates the use of land within the City limits through the General Plan, the Zoning Ordinance, the Subdivision Ordinance and the Building Code. The General Plan provides overall densities and development policies for specific areas of the community. The Zoning Ordinance implements the General Plan and provides greater specificity on densities, height and yard regulations, etc. The City's Zoning Ordinance was revised in 1996 to include new Downtown zoning districts. Zoning has been used as a site-specific tool to derive the density and intensity of proposed land uses. Below is a summary of multifamily and mixed-use zoning standards.

San Rafael's zoning allows densities higher than all other communities in Marin County. These requirements should be viewed in light of the fact that San Rafael is the hub of the County, centrally located from West Marin to the East Bay, and from north counties to San Francisco. San Rafael's multiple-family ("HDR1") District allows 1 unit per 1,000 square feet of land area, compared to 1,500 square feet in most Marin cities' multifamily zoning districts. This translates to 43 units per net acre as compared to 29 units per acre as allowed in most Marin cities. In Downtown, densities of 62 units per acre are allowed in order to encourage more residential development in the city center.

San Rafael has allowed even greater density on selected sites. San Rafael Commons, for example, was built at 90 units per acre, with the higher density allowed because it was an affordable senior project. In addition, the City granted a reduction in the parking requirements recognizing the lower parking demand of senior housing. San Rafael's highest density single-family ("R5") District allows lots as small as 5,000 square feet in size, which is the smallest single-family lot zoning allowed in Marin County. San Rafael also has a P-D (Planned Development) zoning district that allows for maximum development flexibility, providing that the project is consistent with General Plan policies.

Exhibit R: City of San Rafael Zoning Standards for Multifamily and Mixed-Use Residential Districts

Zone	Classification	Permitted Use	Minimum Lot Area (square feet)	Width (ft.)	Setbacks Front (ft.)	Setbacks Side (ft.)	Setbacks Rear (ft.)	Building Height (ft.)	Building Coverage	Minimum Lot Area/DU
DR	Duplex Residential	Duplex	5,000	50	15	3	10	30	40%	2,500
MR5	Multifamily Residential (Medium Density)	Multifamily	6,000	60	15	10	5	36	40%	5,000
MR3	Multifamily Residential (Medium Density)	Multifamily	6,000	60	15	10	5	36	50%	3,000
MR2.5	Multifamily Residential (Medium Density)	Multifamily	6,000	60	15	10	5	36	50%	2,500
MR2	Multifamily Residential (Medium Density)	Multifamily	6,000	60	15	10	5	36	50%	2,000
HR1.8	Multifamily Residential (High Density)	Multifamily	6,000	60	15	3	5	36	60%	1,800
HR1.5	Multifamily Residential (High Density)	Multifamily	6,000	60	15	3	5	36	60%	1,500
HR1	Multifamily Residential (High Density)	Multifamily	6,000	60	15	3	5	36	60%	1,000
GC	General Commercial	Mixed Use	5,000	60	NR	NR	NR	36	NR	n/a
NC	Neighborhood Commercial	Mixed Use	5,000	60	NR	NR	NR	30	NR	1,800
C/O	Commercial/Office	Mixed Use	5,000	NR	NR	NR	NR	36	NR	1,000
R/O	Residential/Office	Mixed Use	5,000	60	NR	NR	NR	36	NR	1,000
4SRC	Fourth Street Retail Core	Mixed Use	5,000	NR	NR	NR	NR	36-54	NR	600
HO	Hetherton Office	Mixed Use	5,000	NR	NR	NR	NR	46-66	NR	600
CSMU	Cross Street Mixed Use	Multifamily	5,000	NR	NR	NR	NR	36-54	NR	600
2/3 MUE	Second/Third Mixed Use East	Mixed Use	5,000	60	5	NR	NR	54	NR	600
2/3 MUW	Second/Third Mixed Use West	Multifamily	5,000	60	5	NR	NR	36-42	NR	1,000
WEV	West End Village	Mixed Use	5,000	26	NR	NR	NR	30	NR	1,000
5/M R/O	Fifth/Mission Residential/Office	Multifamily	5,000	60	NR-15	NR	NR	42	NR	1,000

NR = No Restriction
Source: City of San Rafael Zoning Ordinance

Land use controls can be viewed as a constraint in that they determine the amount of land to be developed for housing and establish a limit on the number of units that can be built on a given site. *General Plan 2020* and subsequent Zoning Ordinance amendments will provide additional sites for multifamily housing by allowing housing in more commercial areas, and by allowing densities that make affordable housing feasible.

San Rafael has developed parking standards intended to provide reasonable off-street parking standards for various types of housing. A generalized comparison of parking standards in Marin County is shown below. San Rafael's standards have been developed carefully to reflect parking usage locally and to ensure adequate on-site parking for new residents.

The City also has established a parking district in the downtown to encourage residential uses. For instance, no parking is required for up to 3 units in the parking assessment district, provided the units are an infill addition to an existing nonresidential structure, and that the units are 2 bedroom or less and no larger than 900 square feet in size.

Exhibit S: Parking Standards in San Rafael

Residential Use	Citywide	Downtown Parking Assessment District	Other Areas of Downtown	Most Common Standard in County
Accessory Dwelling Unit (Studio/One Bedroom)	1.0	1.0	1.0	1.0
Duplex	1.5	1.0	1.0	2.0
Mixed Use	By Use	By Use	By Use	n/a
Multi-Family: Studio (Depends on size of unit)	1.0-1.5	1.0	1.0	1.0-1.5
Multi-Family: One-Bedroom	1.5	1.0	1.0	1.5
Multi-Family: Two-bedroom (Depends on size of unit)	1.0-1.5	1.0	1.5	2.0
Multi-Family: Three-Bedroom	2.0	2.0	2.0	2.0-2.5
Guest Parking	0.2	0.0	0.0	0.20-0.25
Senior Housing	0.75	0.75	0.75	1.0
Single Family Dwellings	2.0		2.0	2.0

Source: City of San Rafael Community Development Department; Marin Housing Workbook (2001)

On- and off-site improvements can include curbs, gutters, storm drainage, street widening and paving, driveways, and sidewalks for a typical residential project. Street lighting, traffic control devices, street trees, bus facilities, and bicycle facilities may also be required. More expensive improvements can be necessary where the site includes special environmental resources, mitigation of slide hazards, inadequate downstream drainage, or other special conditions pertaining to the site. The improvements required by San Rafael are fairly standard when compared with other cities in Marin County.

Based on the assessment, the City's standards, such as San Rafael's parking standards, compare favorably to other jurisdictions, and do not pose a constraint to development. For example, in 1996, San Rafael conducted an extensive analysis of Downtown parking standards. The resulting changes reduced the parking requirement in the Downtown area because the demand for parking is not as great as in more suburban areas. San Rafael's standards are also tailored to the size of the unit. Program H-18f speaks to continuing to assess and identify more flexible parking standards.

Second Units

A second dwelling unit is a small unit in addition to the main house on a single-family lot. Second units have the following benefits:

(1) They provide flexibility for the owner of the main home (they can be used as an apartment for elderly parents, or a source of income);
(2) When rented they help make home-ownership affordable for the owner of the home;
(3) They can provide flexibility for seniors or other homeowners who rent their primary dwelling because they still want to live in the same neighborhood;
(4) They provide lower cost housing because the units tend to be small and there are no extra land costs (surveys show that half of the units collect $0 rents);
(5) They are easier to fit in to existing neighborhoods since they are small and are often part of the main house.

Over the past 14 years 74 second units have been approved, estimated as follows: 11% (8) studio units; 82% (61) 1-bedroom units; and 7% (5) 2-bedroom units.

San Rafael's second unit regulations allow second units parcels with a minimum lot size of 5,000 square feet and require owner occupancy of the principal or second unit. The floor area of the second unit can be up to 40% of the gross square footage of the principal dwelling, but can be at least 500 square feet. The maximum size is 800 square feet, unless a Use Permit is granted, which can allow a maximum size of 1,000 square feet. If added to a principal single-family unit, the height limit is 30 feet. If located in a detached accessory building, the height limit is 15 feet unless a Use Permit is granted. Studios and 1-bedroom units require one parking space; 2-bedroom units require two spaces. Parking may be uncovered, and, under certain circumstances, may be tandem. The second unit must have a separate entrance from the principal unit and cannot be located on the same side as the front entrance of the principal unit. Second units must comply with design guidelines. In particular, a second unit must maintain design consistency with the existing structure so that the architectural detailing, window style, roof slope, building materials and exterior colors are similar.

The type of permit and level of review required for a second unit depends upon the size, height, and location of the second unit. If the second unit is located on the ground floor of the principal unit, meets the standards discussed above, and conforms to setbacks, only a building permit, with plan check by the Planning and Building Divisions, is required. An Environmental and Design Review Permit is required for a second unit that (1) exceeds 500 square feet and are located above the ground floor of the principal unit, (2) is located above the ground floor of a detached accessory building, or (3) is located in a detached accessory building that does not meet required side or rear setbacks. A Use Permit is required for a second unit that is in an accessory building that does not meet required side or rear setbacks or is above 15 feet in height.

In 2003, there were 10,599 single-family homes in San Rafael; approximately 9,000 are on lots that meet the minimum lot size requirement of 5,000 sq. ft. Current and future market conditions are also expected to have an impact on second unit construction. The high demand for affordable apartments, coupled with poor economic conditions that compel many homeowners to look for additional sources of income, is expected to spur an increase in second unit development over the next few years. In addition, changing demographics, as described earlier in this element, will create a long-term increase in demand for "granny" units for aging parents (In 2000, 1,613 people over 65 lived alone in their homes).

With the recently adopted zoning changes to our Second Dwelling Unit Ordinance that eliminated the Use Permit fee and public hearing process to streamline the process considerably, and that reduced the parking requirement, the City expects, based on initial inquiries, an increase in the number of homeowners interested in adding a second unit to their home. The expected cumulative effect of these conditions will be to increase annual production, resulting in additional second units to be added to the housing stock over the current planning period.

In June of 2001, the City of San Rafael conducted a survey of 74 property owners of approved second units. The results of the 2001 survey and the 1990 survey are shown below. The 2001 survey revealed that an overwhelming majority of second units are 1-bedroom units with one resident. An analysis of the rent levels demonstrates that nearly half of the second units are affordable to very low and low income households, and support the assumptions made that a significant proportion of new second unit production will be affordable to very low, low and moderate income households.

Exhibit T: Survey of Second Units (Results from 1990 and 2001 Surveys)

	1990 Survey	2001 Survey	%
Number of Approved Second Units	32	74	
Number of Survey Responses	20	30	41%
Number of Units Occupied	17	23	77%
Number of Renter-Occupied Units	NA	22	96%
Number of Owner-Occupied Units	NA	1	4%
Number of Studio Units	2	3	11%
Number of One-Bedroom Units	13	23	82%
Number of Two-Bedroom Units	2	2	7%
Number of Units with One Resident	NA	18	78%
Number of Units with Two Residents	NA	5	22%
Percent Affordable to Very Low and Low Income Households	82%	46%	
Percent Affordable to Moderate Income Households	18%	13%	
Range of Rents	$0 - $875	$0 - $1,895	
Average Rent	$504	$905	
Range of Estimated Incomes	$16,000 - $30,000	$16,000 - $62,901+	

Source: City of San Rafael Community Development Department, 2003

San Rafael has continuously promoted second units as a housing option. Efforts include providing a comprehensive handout about 'how to have a second unit,' including information about second units on the City's website, promoting the second unit program through the *San Rafael Focus* City newsletter, offering staff consultation for adding or legalizing a second unit, and pursuing an amnesty program for legalization of illegal second units. General Plan programs include continuing to promote and publicize second units through departmental handouts and the City's website.

Building Code

San Rafael uses the Uniform Building Code (UBC), which sets minimum standards for residential development and all other structures. The standards may add material and labor costs, but are felt to be necessary minimums for the safety of those occupying the structures. Modification of the code in order to reduce the cost of housing would not be appropriate if it affects safety or adversely impacts neighboring properties.

The City's zoning code has been determined to be in compliance with the Americans with Disabilities Act. San Rafael allows displacement of required on-site parking if it is to accommodate ADA accessibility facilities (ramps, etc.) and offers reduced parking standards for any development, including housing for the disabled, wherever reduced need can be demonstrated. The Building Department administers Title 24 provisions consistently for all disabilities-related construction and responds to complaints regarding any violations.

The City has made several amendments to the Code applicable to residences, requiring fire sprinklers in all buildings and Class A fire-retardant roofs for fire protection. Due to the prolonged dry season and the City's topography, these are warranted upgrades. The City's sewer, storm drain, and other engineering standards conform to Marin County standards, and the City requires only minimum road widths and improvements in

new developments. On-site drainage and frontage improvements are required for residential development where they do not exist. Costs vary depending on the size of the lots.

The City enforces energy conservation standards enacted by the State. The standards may increase initial construction costs, but over time will result in energy savings. San Rafael also has a very active Code Enforcement program intended to respond to code violations and the early stages of deterioration. The program requires remedial actions or abatement to maintain the safety of housing units.

Permit Approval Process

Like all local jurisdictions, the City of San Rafael has procedures and regulations for project review and approval. A project proposed in San Rafael is typically involved in some combination of the following review processes: environmental review, design review, use permits, building permits, subdivision maps, and rezonings.

Exhibit U: Planning Permits Required for Housing Development, 2003

Type of Permit	Level of Review	Type of Development	Facilitation Comments
Design Review Permit, Administrative	Staff	Flag lot homes	Design Review Board (if needed), addresses access and visibility issues
Design Review Permit, Minor	Zoning Administrator	Hillside homes, 2 unit development	Design Review Board (if needed), addresses environmental and design compatibitility issues
Design Review Permit, Major	Planning Commission	Ridgeline homes, 3+ unit development	Design Review Board, addresses environmental and design compatibility issues
Use Permit, Administrative	Staff	Mixed Use residential, most districts	Zoning standards address design and compatibility issues for development in commercial and industrial areas
Use Permit	Planning Commission	Mixed use residential development in Neighborhood Commercial District	For compatibility issues in commercial and industrial areas
Planned District Zoning	City Council	Development on lots five acres or larger in size	To encourage cluster development to avoid sensitive areas and to encourage innovative design by allowing flexibility in property development standards.
Project Selection Process	City Council	Review of larger projects (10-15+ units) and allocation of remaining traffic capacity and achieve desired community goals.	For implementation of land use and circulation policies; affordable housing a priority criteria in evaluation.

Undue delays in processing project applications increase a developer's costs. In San Rafael, many permits are processed concurrently at the discretion of the applicant. Housing developments that propose 15% or greater affordable units are prioritized for processing, but are subject to the same public involvement process as other applications.

Other methods the City uses to assist with timely review of development applications include: procedural application checklists for clarity; option of pre-application feedback by the Design Review Board; early involvement of neighborhood residents to provide information and identify potential issues; Development

Coordinating Committee (interdepartmental) identification of issues; and concurrent processing of applications. The costs and timing of processing are the result of State requirements, local procedures, the quality of project submittals and local resident review.

In 1989, the City approved a "Neighborhood Meeting Procedure" intended to formalize early meetings with neighborhood groups on specific development applications. This procedure has proven extremely successful in identifying key project issues and appropriate project modifications that in the long run reduce the time in processing an application through the public hearing process.

Neighborhood Meetings are required of larger projects to allow for early review of and input on development proposals. The City requires a developer of larger projects to meet with the neighbors to hear their concerns and suggestions. The meetings are open to the public, and interested parties such as housing advocates typically attend. While the meeting is not co-sponsored by the City, the project planner attends to provide information as needed about the review and approval process. The neighborhood meeting process has proven effective in early identification of issues, and better communication between the developer and neighbors.

San Rafael has found that involving the community early in the development process helps residents understand community housing needs, engages them in the design process, and results in more acceptance and a better project for the neighborhood. Early involvement by the affordable housing groups and the Workforce Housing group provides an opportunity for projects that are sensitive to neighborhood design concerns while providing a housing product that addresses the needs of the local workforce.

Traffic Capacity and Growth Allocation

Traffic capacity and limitations on transportation infrastructure have become severely limiting factors throughout the City, as well as the County and many other parts of the Bay Area. To properly manage traffic capacity in a way that best serves the City's health, safety, and welfare, and consistent with state law requirements, San Rafael has developed specific standards for traffic levels of service. To effectively manage these levels of service while also promoting smart growth within the city, San Rafael developed several mechanisms by which traffic capacity is regulated and infrastructure limitations are mitigated.

First, in 1988 the City initiated its Priority Project Procedure (PPP), which allocates traffic capacity to proposed development projects based on traffic impact, community need, and available infrastructure. Currently, applies to projects affecting the interchanges at I-580/Highway 101/Bellam Ave., Luca Valley Road/Smith Ranch Road/Highway 101, and Freitas Parkway/Highway 101. Under the current General Plan, affordable housing projects with a minimum of fifteen percent (15%) affordable units are among the types of projects given priority in the identified traffic impacted areas. In addition, a limited number of bonus trip allocations are reserved for projects providing a significant amount of affordable housing. Since PPP was initiated in 1988, over 600 housing units have gone through the development process and been built in the affected areas, North and East San Rafael, resulting in the creation of over 92 affordable units.

As part of *General Plan 2020*, the City will amend PPP, and redesignate it the Project Selection Process (PSP) program. As proposed, PSP will apply citywide, rather than being limited to projects in North and East San Rafael. The program lists 'affordable units' as a specific benefit category (it is in fact the first benefit listed), and projects proposing a higher percentage of affordable housing units receive a higher rating. Specifically, PSP would increase the proportion of affordable units as part of its rating system from the current 15% as follows:

	Percentage of affordable units for rating of:			
Project size	**Minimal**	**Acceptable**	**Preferred**	**Excellent**
2-10 units*	10%	11-13%	14-15%	≥ 16%
11-20 units	15%	16-18%	19-20%	≥ 21%
21+ units	20%	21-23%	24-25%	≥ 26%

* Given the exemptions noted above for smaller projects, it is unlikely that projects of this size will be required to go through the PSP process.

Further, the PSP program as proposed exempts the following projects:

- Small projects generating less than 10 peak hour trips (approximately 10 single-family homes or 15 multifamily units) will be exempt from, and thus not affected by, the PSP program.
- Housing projects where 100% or more of the units are restricted to be affordable to low and moderate-income households.

Under PSP, San Rafael allows proposed projects to submit for PSP review regardless of the status of the project, be it in conceptual stage or fully approved. In other words, projects do not have to go through a two-step review process of receiving project approval before submitting an application for PSP, thereby streamlining the project review timeline.

As proposed, the above-discussed PSP program seeks to strike a balance between the sometimes-conflicting needs of the City. The Circulation Element of General Plan of 1988 and *General Plan 2020* identified traffic congestion as one of the top concerns of San Rafael residents and business owners. As a result, the City Council has had to balance San Rafael's limited traffic capacity against other community needs, including but not limited to the need to develop housing for all income levels. Absent a means by which to regulate the rate of growth, traffic capacity would increase in a manner that would not ensure that some of that capacity is designated for affordable housing, and the City's identified levels of service would be pushed well-below acceptable levels. The current plan's implementing programs for the Priority Projects Procedure (PPP) and the Public Facilities Development Fee (traffic mitigation fee) Ordinance gives the City Council the flexibility and the policy tools necessary to help promote affordable housing while also mitigating traffic impacts and protecting the City's health, safety and welfare. Further, the City Council has the discretion to override the PSP program where it deems it necessary for the benefit of the City.

General Processing Times

(a) **Subdivisions:** Three to six months or more depending on the level of review (i.e., Subdivision Committee or Planning Commission).
(b) **Rezonings:** Rezonings are usually part of a larger project proposal and take greater than 6 months to process.
(c) **Use Permits/Variances:** Usually take two to three months.
(d) **Building Permit Applications:** Usually take two to four weeks.

The Design Review process usually is two to three months. There are design criteria for residential development. These criteria are contained in the City's various neighborhood plans, the General Plan, and hillside residential and other design standards contained in the Zoning Ordinance available online at http://ordlink.com/codes/sanraf/index.htm.

The following is an analysis of the permit approval process for residential development in San Rafael. This analysis addresses properties designated by the General Plan for residential development. All properties with

residential land use designations have corresponding zoning; accordingly the rezoning process is not assessed in this analysis. Similarly, almost all of the remaining residentially zoned properties are infill lots, and subdivision is not an issue.

Unless it is developed under PD (Planned District) zoning, a single discretionary permit is required to develop single-family and multifamily housing in San Rafael – the Environmental and Design Review Permit. The Planning Commission grants Environmental and Design Review Permits after a public hearing. The Planning Commission's action may be appealed to the City Council. The City Council considers appeals from Planning Commission actions at public hearings. The Design Review process elements and timeline are described in the table on the next page.

There are two exceptions that require additional discretionary review. Presently, second units and dwelling units in commercial districts require Use Permits in addition to Design Review, in order to address potential conflicts of housing in an urban setting. For residential use in a commercial district, an Administrative Use Permit is required; the permit specifies performance standards that ensure compatibility of use. The purpose of the use permit is to consider the appropriateness of residential use given the surrounding non-residential land uses and to attempt to mitigate any potential conflicts or nuisances. Because Use Permit applications are processed simultaneously with Design Review applications and follow the same timeline, there is no additional delay. In unusual circumstances, such as a substandard lot size, a Variance application may be required. Variances are also processed simultaneously on the same schedule as Design Review. San Rafael also has an exception process to grants minor adjustments to certain zoning standards, such as height.

Processing time for single-family or multifamily projects is dependent on whether an Environmental Impact Report (EIR) is required. San Rafael follows the procedures set forth in the California Environmental Quality Act (CEQA) and Guidelines. Hillside sites are more expensive to develop due to known geotechnical and access problems. Environmental protection requirements, including protection of endangered species, tree removal, habitat loss, etc. may add significant time to the development process and additional cost where it is necessary to evaluate the effects of the project and mitigate adverse impacts. Fees charged by the City for CEQA processing cover the City's processing costs.

CEQA Section 15332 ("Infill Development Projects") allows San Rafael to categorically exempt from CEQA review infill development consistent with the San Rafael General Plan and Zoning requirements. The City also applies CEQA Exemption Section 15303 for new construction or conversion of small structures. Other agencies, such as the MMWD, the BAAQMD and the the RWQCB, also impact processing time.

Environmental and design review implements General Plan policies by guiding the location, functions and appearance of development to respect and protect the natural environment and assure that development is harmoniously integrated with the existing qualities of the city. Environmental and design review applications are approved or denied by the Planning Commission, Zoning Administrator, or Community Development Director depending upon the scope and nature of the project.

Exhibit V: Design Review Process Elements and Timeline

Task	*Time*
Application Filed Project sponsor submits completed application plans forms, supporting documents and fees. Plans consist of architectural drawings at the schematic level, landscape drawings and grading plans. A geotechnical analysis and/or traffic report may be required as supporting documents.	1 day
Completeness Review Staff reviews application and circulates plans to City departments to determine whether additional information is required, and for recommended conditions of approval.	15 days
Completeness Notice Notice sent to sponsor advising that project is complete or is incomplete and additional information is required.	1 day
Follow-Up Submittal If the application has been determined to be incomplete, the sponsor will submit follow-up information as requested. The time to complete this task is determined by the project sponsor. If the application was found to be complete, this task is skipped.	Varies
Environmental Review The application is reviewed to determine whether the project is exempt from CEQA or if an Initial Study is required. Most projects are found to be exempt. If a Negative Declaration is prepared, environmental review can take the full 6 months allowed by law.	1 day to 6 months
Staff Report A detailed evaluation is conducted and a staff report is prepared.	30 days
Public Hearing A public notice is sent 10 days (if exempt) before the hearing to property owners within 300 feet of the project site. The Planning Commission conducts a hearing and takes action to approve or deny the project.	10 days

Source: City of San Rafael Community Development Department

Public notice and hearing are not required for issuance of an Administrative Environmental and Design Review permit. For upper-story additions, a courtesy notice is sent to adjacent property owners and the neighborhood and/or homeowner association(s). The Community Development Director may refer an application to the design review board and reserves the authority to refer any project that is judged not to be a routine matter to the planning commission.

Environmental and design review applications for "minor" physical improvements are subject to a public hearing. Major physical improvements are first reviewed by the Design Review Board (which is an advisory body) and then by the Planning Commission.

A significant number of Environmental and Design Review applications for single-family homes are reviewed at the staff level or by the Zoning Administrator. The Planning Commission reviews major development – not minor work/upgrades, and only for design review (not use permit).

While the time involved in review of design review applications can add to development costs, the City undertakes design review of projects to ensure their "fit" with the community. While Design Review may

require more processing time and impose some additional requirements, it is not considered a constraint because it is important that new projects blend with the community, becoming a natural and integral part of the existing neighborhood fabric, both visually and structurally. Design Review requirements generally provide an opportunity for design issues to be raised early in the review process, thus helping to assure community acceptance of a project proposal, which can reduce delay due to project appeals and other forms of community objections.

The City endeavors to reduce unnecessary costs associated with the design review process by providing initial consultations with the Community Development Director. Sketches of the design of a proposed structure or alteration are submitted for informal staff review so that an applicant may be informed of environmental and design review board policies prior to preparing working drawings. In addition, the applicant of a development subject to major environmental and design review may submit an application for preliminary review by the Design Review Board. Preliminary review focuses on the conceptual design approach, and gives both the design review board and the applicant the opportunity to work together before a formal public hearing takes place.

San Rafael's design standards strive to provide objective criteria for design review. They cover site design, architecture, and landscape design. The majority of San Rafael's design standards relate to the design and placement of architectural and site features and do not add to the cost of building and development. Other design standards, such as the requirement to underground utility connections, to provide screening of refuse areas, to provide units that are accessible to the disabled, to use high-quality building materials, and the preference to use natural building materials in the exterior design may add to development and material costs.

Any incremental development costs, however, are considered necessary in order to maintain the quality of housing, to ensure that new construction blends in with the existing design of the neighborhood, and to improve residential areas where substandard design and construction may be prevalent. Over the years since design standards have been in effect they have not been found to adversely affect the supply of new affordable housing. Conversely, clear design standards have been found to be helpful in gaining neighborhood approval of new housing, thereby reducing processing time. In addition, the City has found that design standards are instrumental in gaining community wide acceptance of higher density development that includes affordable housing.

San Rafael's experience has been two-fold in regards design guidelines. The first is that as a community with little vacant land, more focus has been given to the appearance of new buildings; the design review process has been continually refined to ensure effective input and review of proposed projects. The City's Hillside Design Guidelines won a national planning award when adopted in the early 1990s – these guidelines are invaluable in streamlining the site and building design process. Secondly, San Rafael has not required proscriptive design standards, allowing instead for creative design approaches and solutions, such as a triplex BMR built in a high-end single-family subdivision. In San Rafael, design guidelines have proven to be helpful, and not a detriment, to the design of new housing.

The City does not require a Conditional Use Permit for multifamily developments. However, the City does require an Administrative Use Permit, with specific performance standards, for residential uses in commercial districts. An Administrative Use Permit is processed concurrently with other planning applications, and based on the past approvals since 1992 there has been no processing or approval delay associated with such permits.

The following programs provide the direction needed for successful development applications: Program H-3b for the preparation of residential design guidelines with the purpose of providing specific criteria to review applications efficiently, Programs H-4a and H-4b to identify the purpose of neighborhood meetings and the need to prepare information to the public on housing needs, and Program H-21c to identify ways in which the City will process affordable housing projects efficiently. Design guidelines for Downtown and for

Montecito/Happy Valley Neighborhood continue to provide neighborhood assurance that development will be continue to be an improvement and not a detriment to the community."

Part of the issue in being proactive in regard to housing is the availability of City staff to implement housing programs. For more than 10 years the City has funded a Housing Specialist position to assist City and Redevelopment Agency staff. In addition, the Marin County Housing Element recommends the creation of a Housing Assistance Team (HAT), coordinated by the Marin County Affordable Housing Strategist that would be available to assist the staff in all jurisdictions. The HAT tasks could include:

(1) Assistance to San Rafael City staff in Implementing Housing Element programs;
(2) Assistance and support in maintaining Housing Element certification; and
(3) Technical assistance on housing matters.

The Housing Element recommends the following programs to address issues related to the timely processing of development applications:

(1) Update Housing Design Review Criteria. This program would refine and update the City's design guidelines and handouts.
(2) Modify Second Dwelling Unit Development Standards and Procedures. Consistent with State law (AB 1866), this program eliminates the requirement for Use Permit applications for second units, consistent with State law.

Local Permit Fees

Costs associated with the permit process may act as a constraint to the development of affordable housing, including affordable housing. Line item permit costs are related to the cost of staff time processing applications and inspections. These fees vary depending on site conditions, location and the type and design of development, the need for environmental review. In the past, the City has also assessed traffic improvement mitigation fees for projects in three impact areas of the City. Fees are assessed on development projects that increase afternoon peak hour traffic, with each project paying a prorata share of designated area wide improvements based on the number of afternoon peak hour trips expected projected to be generated by the project. The traffic mitigation fees in these impact areas differ based on the needs and cost for the traffic improvements. The fees are adjusted annually. The traffic mitigation fees are paid to fund area-wide traffic improvements that enable development to occur within a safe and acceptable traffic level of service standard. These fees are currently between $1,000 and $3,000 per residence depending on the neighborhood traffic improvements required.

The City has about the same permit fees when compared to other cities in the county. Traffic Impact Fees, in total, have been less than many other cities, as shown in the following table on the next page. As the table shows, many cities, unlike San Rafael, charge high capital facilities fees (e.g., Community Facilities Fee, Fire Facilities Fee). In addition, the major fees in Marin County are the Marin Municipal Water District's connection fees, compared with other water agencies in the Bay Area. To lessen the burden planning and building permit fees have on affordable housing process, the City has adopted Resolution 11025 which provides for a fee waivers for Planning and Building permit fees for affordable housing projects. Fees can vary depending on site conditions, location and the type and design of development, the need for environmental review, etc.

Exhibit W: Survey of Total Impact Fees for Selected Cities
(Based on 2,000 square foot single family home)

City	Comm. Facilities	Drainage	Fire	Housing	Parks	Traffic	School	Sewer	Water	Total
Livermore	n/a	$614	n/a	$11,973	$3,405	$5,683	$12,245	$9,353	$2,859	$45,159
San Marcos	$40	$6,584	$727	$4,875	$10,894	$7,843	$6,580	$2,400	$3,381	$43,310
Cotati	n/a	$1,355	$400	$14,000	$2,138	$250	$4,100	$5,600	$6,515	$35,468
Santa Rosa	$2,555	$5,660	N/A	$9,707	$2,855	$2,834	$4,100	$3,727	$3,690	$35,149
Carlsbad	$6,421	$540	N/A	$2,925	$5,436	$7,500	$4,100	$2,755	$5,005	$34,684
Brentwood	$1,872	$2,397	$1,013	N/A	$1,050	$5,845	$10,512	$4,881	$6,729	$34,287
Novato (proposed)	$2,421	$1,874	$782	$3,364	$4,401	$5,861	$4,100	$4,480	$5,482	$32,965
Windsor	$1,383	$1,943	$503	n/a	$7,198	$6,071	$4,100	$10,138	$7,150	$32,489
Poway	n/a	$1,570	$381	$2,000	$2,720	$660	$7,700	$5,931	$7,274	$28,235
San Diego	$14,916	N/A	N/A	N/A	$100	N/A	$4,100	$2,500	$4,504	$26,120
Oceanside	$1,301	$1,105	N/A	$7,875	$2,200	$1,848	$4,100	$3,793	$3,098	$25,320
Chula Vista	$2,618	N/A	N/A	N/A	$4,375	$7,015	$4,100	$2,220	$4,427	$24,755
San Rafael	**n/a**	**n/a**	**n/a**	**n/a**	**$1,509**	**$3,182**	**$4,100**	**$1,595**	**$10,241**	**$20,583**

Source: David Rosen & Associates (2002)

The City has proposed adopting a Resolution that would expand application of the traffic mitigation fee to all areas of the City and would increase the fee to meet the growing thoroughfare and infrastructure improvement needs. Specifically, the proposed fees will be imposed Citywide rather than in the previously designated three impacted areas, and the fees will increase to $4,246 per A.M. plus P.M. peak hour trip. The fees are paid to fund area wide traffic improvements that enable development to occur within a safe and acceptable traffic level of service standard. As with application and permit fees, the City waives traffic impact fees for affordable housing units. Even increasing the traffic mitigation fee in the table above, San Rafael would continue to rank among the lowest of the surveyed, comparable cities. In a 2004 Public Works survey, staff found the following Traffic Mitigation Fee charged by jurisdictions in the Bay Area:

- County of Marin: $5,315 per pm peak hour trip in the Northgate Activity Center
- County of Marin: $4,113 per pm peak hour trip in the West Sir Francis Drake Blvd. area
- Larkspur: $3,399/pm peak hour trip
- Tiburon: $1,008 to $5,712 per trip, depending on the location
- Davis: 3,500 to $5,227 for a single-family home
- San Jose: $4,700 to $15,700 for a single-family home
- Fremont: $2,126 for a single-family home
- Orinda: $4,289 for a single-family home
- Pleasanton: $8,739 for a single-family home over 1,500 sq. ft.
- San Rafael: $7,473 for a single-family home (based on a $4,246 fee for AM and PM peak hour trips)

The traffic mitigation fees are necessary in order to fund circulation improvements necessary to improve safety and relieve congestion during the time period covered by *General Plan 2020*. *General Plan 2020* projects planned development citywide through 2020, lists needed transportation improvements, and identifies funding sources, including the Traffic Mitigation Fee, to pay for those improvements. Without this funding, the City would be unable to fund the infrastructure improvements necessary to support proposed development, including housing projects, the result being a significant and unacceptable decrease in the traffic levels of service identified in the Circulation Element of the General Plan.

Affordable Housing Requirement

Since 1988, the City has had a requirement that market rate units contribute to the development of affordable housing ("inclusionary housing"). This program has resulted in the development of 576 deed-restricted affordable units. The inclusionary program has been one of the City's most successful programs in creating permanent affordable housing.

Some members of the development community have stated that the affordable units will have to be "subsidized" by the market rate units, which will result in higher prices for the market rate units, and thus act as a constraint on the development of housing. However, no data has been presented showing this to be the case in San Rafael. Further, the City's housing studies indicate that the main determinant on the cost of housing in San Rafael, as well as elsewhere in Marin, continues to be the price that the market is willing to pay. In addition, affordable units have some economic benefit to the property owner/developer, despite their restricted return,:

1) The current BMR-restricted sales prices exceed the per-unit cost of development in San Rafael.

2) Through application of State Density Bonus requirements, the affordable housing requirements for larger projects will actually create more market rate units than would otherwise be allowed under San Rafael's development and zoning schemes, thus further reducing any purported "subsidy". For example, a 20-unit project would be required to provide 4 affordable units, and would thereby qualify for the State density bonus, which could allow an additional 5 market rate units. Under the City's inclusionary program, additional density bonuses are also available to any developer that agrees to dedicate affordable units above the minimum requirements of the Ordinance.

San Rafael is no longer unique in requiring developers of market rate housing to participate in addressing the affordable housing dilemma. The County of Marin and the Cities of Novato, San Anselmo, Mill Valley, Fairfax and Larkspur have all adopted inclusionary housing programs. A 2003 survey of inclusionary housing by California Coalition for Rural Housing and Non-Profit Housing Association of Northern California demonstrated that 107 jurisdictions in the State had inclusionary zoning requirements. The record of these jurisdictions, as well as San Rafael itself, indicates that inclusionary zoning requirements do not act as a constraint on the development of market rate housing, and serve an important public purpose of promoting the development of affordable housing.

Article 34 Referenda

California Law (Article 34) requires jurisdictions to place public housing projects on the ballot for local approval before construction. In 1977, San Rafael voters passed by a 73% majority, a referendum allowing construction of 120 publicly-financed housing units for senior citizens. Eighty-three of these non-market rate units were built in the San Rafael Commons project. The election indicates a general willingness to approve Article 34 referenda in San Rafael.

By requiring referendum approval of all low rent housing projects "developed, constructed, or acquired in any manner" by any state or public body, Article 34 of the State's Constitution poses an obstacle to the delivery of housing suited to the needs of lower income households. In general, Article 34 applicability depends on three criteria. First, a state or public body must be involved in the project. Private sponsors developing low rent housing projects with federal or private money, for instance, are not subject to Article 34. Second, the State or public agency must develop, construct or acquire the project. Public agencies which lease low rent housing are not covered by Article 34. The third requirement is that the project be a low income rental development. The development of mixed income rental housing which is not 50% or more low income has been held by California courts not to require a referendum.

State legislation exempts from the referendum requirement the following types of projects: (1) privately owned housing which is less than 50% low income rental; (2) privately owned housing which is not financed or subsidized by a State or local public agency; (3) cooperative housing, and any other type of owner-occupied housing; and (4) newly constructed, privately owned one-to-four family dwellings not located on adjoining sites.

Regulatory and Financial Incentives

In order to promote the development of affordable housing within San Rafael, the City has adopted numerous incentives. These include:

- Fee waivers (see Housing Program H-9g), including specifically traffic impact, planning, and building fees for affordable housing projects. The City has also approached Marin Municipal Water District about the possibility of reducing connection fees for such projects.

- Priority under the City's PSP program and an exemption from application of PSP for 100% affordable projects.

- Pursuant to the City's inclusionary housing ordinance, density bonues above and beyond those mandated by state law;

- Height bonuses pursuant to policies established in the City's *General Plan 2020* Land Use element.

- Pursuant to Housing Program H-18g, reduced parking standards.

These incentives make clear San Rafael's commitment to promoting the development of affordable housing.

Available Land and Ability to Meet "Fair Share" Housing Needs

In response to Housing Element law, the City is required to provide an inventory of known sites available for housing development as well as vacant and/or underdeveloped sites that can accommodate San Rafael's housing development needs determined by ABAG between January, 1999 and June, 2007. The City completed an inventory of built or approved developments since January of 1999 (see table below), and conducted a survey of vacant, underutilized and redevelopment areas of the City to assess needs and opportunities for additional housing development.

Multiple family housing at higher densities, especially in coordination with a non-profit housing sponsor, can provide opportunities for lower income workforce affordable housing to be built. One incentive that the City offers to encourage affordable housing is to allow those developments that meet affordability criteria to develop their projects at higher densities. This allows cost items such as land, site design and long-term management and maintenance costs to be shared across a larger number of units, thereby bringing down the per-unit cost, and making it easier to achieve affordability goals. Projects which receive such density "bonuses" must guarantee units at below market rate prices for a specified period of time. The City will also exempt residential-only projects containing exclusively deed-restricted affordable residential units from the City's Priority Selection Process.

The City has to satisfy two requirements when completing its site analysis. First, the City must identify and/or designate adequate sites to meet the City's total housing needs, as established by ABAG. Second, the City must ensure that there are adequate sites at sufficient densities to accommodate the City's need for very

low and low (lower income) and moderate income housing. Based on existing rents it is assumed that market rate rentals, as described on page 337, are affordable to lower- and moderate-income households. Other than second units, which are proportionately skewed to lower and moderate income households (see survey on page 361), it is generally assumed that a density of about 25 units/acre is needed to create opportunities for very low and low income housing to be built (based on current affordability levels, construction costs, long-term management/maintenance costs, competitiveness for financing, and land costs). San Rafael's track record and proposed site analysis indicate that both historically and going forward it has zoned sufficient lands at sufficient densities to promote the development of housing, and specifically the creation of very low and low income units.

For example, the City's past performance in meeting regional housing needs is excellent. The City has had a voluntary inclusionary housing policy since 1980 and a mandatory inclusionary requirement since 1988, and has provided density bonuses since before the adoption of California Government Code Section 65915 mandating density bonuses for certain affordable housing projects. Lower and moderate income housing can be accommodated in every zoning district.

Examples of recent projects developed at 25 units or more per acre include the following:

Exhibit X: Downtown Housing, 1992 – 2004

Project Name, Location or Name	APN	Very Low Income	Low Income	Moderate Income	Market Rate at/or above 25 units/acre	TOTAL	Net Density	Note
Centertown 815 C Street	011-254-19	24	12	12	12	60	71	62% density bonus
Clocktower 729 Lincoln at Fourth Street	011-275-01		3	2	25	30	44	Mixed-use project
Boyd Court 1115 B Street	011-300-01 to 25		2	5	18	25	69	25% density bonus
Rafael Town Cntr 998 Fourth and Court Streets	011-222-04		19	19	75	113	164	12' ht bonus 66% density bonus Mixed-use project
Lone Palm Apts. 840 C Street	011-256-35	24	12	12	12	60	61	40% density bonus
Albert Lofts 931 Second Street	013-012-33			17	94	111	76	Mixed-use project
Muir Terrace 1110-1126 Mission Ave.	011-310-01 to -13		1		12	13	43	Tandem parking

Source: Community Development Department, 2004

San Rafael's highest density multifamily residential districts and many of its mixed-use zones allow 43 or more units per net site acre (one unit per 1,000 square feet of land area). Individual apartment projects typically are developed at the higher end of the allowed density range. Senior housing developments have the highest densities due to lower parking needs and smaller unit sizes. Since 1996, when land use and zoning changes were adopted to zone most of Downtown at a density greater than 25 units/acre, over 300 new units have been built, all of them at above 25 units/acre, with a third of those BMR affordable units, including 24 reserved for very low income households.

As noted above, the General Plan 2020 Steering Committee conducted an extensive survey of possible sites for additional housing in San Rafael. An original list of 87 sites was narrowed down to 36 sites. Community

groups helped to identify constraints and opportunities for those 36 sites. In a Community Design Charrette held January 2002, over 100 people looked at six areas in depth, and housing was identified as a potential use in each of those areas. Information on the survey work is available in the reports *Community Design Charrette Report, Housing Opportunity Loop Out Results,* and *Summary Housing Comments from 10/24/02 Community Meeting*

The resulting recommendations to redesignate and rezone many of the nonresidential areas of San Rafael for mixed-use development provide many more opportunities for additional medium and high density housing. For example, high density residential use is proposed to be allowed in office and general commercial land use districts, where residential is currently prohibited. The allowed density in these two districts is 25+ units/acre. The Land Use Element contains a program to make the necessary zoning changes .

In San Rafael, there are many underdeveloped sites where new housing is possible. Nearly all of these sites are privately-owned, thus the difficulty of identifying the intentions of the private sectorfor specific-site development. Areas where new housing can readily be developed are identified on the following sites table which summarizes additional unit development potential in mixed-use areas.

Exhibit Y: Residential Potential in General Plan Land Use Districts.

LAND USE DISTRICT	TOTAL ACRES	VACANT/ UNDERDEVELOPED ACRES (2)	ZONING DENSITY (3)	POTENTIAL ADDN. UNITS
Single-Family Residential (includes hillside and large lot)	6,410	159	1	159
Med. Density Residential	563	13	10	130
High Density Residential	279	1	25	25
General Commercial (1)	206	107	25	2,627
Lindaro Mixed Use (1)	13	2	10	22
Marine (1)	93	17	10	167
Neighborhood Commercial	38	25	10	252
Office (1)	196	16	25	391
Downtown	111	55	25 - 47	1,318
TOTAL		**395**		**5,091**

Source: San Rafael Community Development Department, September 2003.

(1) Land use districts where housing will be a new allowed use.

(2) For residential districts, includes only vacant lots. For mixed-use districts, lots less than 0.5 acres (0.2 acres Downtown), lots more than 50% developed, and lots developed with gas stations, hotels or public utilities are excluded. All shopping centers included.

(3) Mid-point of the density range for the zoning district, except for single-family residential which assumes one unit/acre.

San Rafael is a city with very little remaining vacant land, much of it in environmentally sensitive areas. The following tables summarize units built or approved from January, 1999 to date compared to the regional housing need, and identify sites and areas having the potential to provide housing to help meet the demand for housing, as well as meet State law and regional housing need requirements. A brief description of the areas or sites identified is also included after the tables. As can be seen in the tables, the City has adequate sites to meet its regional housing needs with the land use and zoning changes that are part of San Rafael *General Plan 2020.*

Exhibit Z: San Rafael's Housing Need, 1999-2007 and Units Built, Approved or Under Review in San Rafael

	Very Low Income	Low Income	Moderate Income*	Affordable Housing Total	Market Rate	Total
Regional 'Fair Share' Housing Need (1999-2007)	445	207	562	1,214	876	2,090
Housing Units Built (1999-2003)	24	43	286	353	285	638
Housing Units Approved or Under Review (1999-mid 2004)	3	34	24	61	463	524
Remaining Units Needed	**418**	**130**	**252**	**800**	**128**	**928**

* Includes units affordable under specific programs (i.e., inclusionary housing) rental housing, and housing with a density over 25 units/acre.
Source: City of San Rafael Community Development Department

Exhibit AA: Summary of Potential Housing Sites (2004-2007)

	Density	Very Low Income	Low Income	Moderate Income	Total Affordable Housing Potential (1)	Market Rate	Total
Sites Currently Available							
Single-Family Sites and Second Units							
Single-Family Lots (Citywide)	0.1 – 6.5 u/a	0	0	0	0	159	159
New or Legalized Second Units (34 units/year)	NA	26	26	50	102	0	102
Subtotal		**26**	**26**	**50**	**102**	**159**	**261**
Multifamily Sites							
Medium Density Sites	6.5 - 15 u/ac				57	19	76
High Density Sites	15 - 32 u/ac				90	0	90
Subtotal					**147**	**19**	**166**
Mixed-use Sites							
Downtown (100 units/year)	15 – 62 u/a				300	0	300
Public Parking Lots Downtown (Air Rights Dev.)	15 – 62 u/a		50	0	50		50
Loch Lomond Marina	6.5-15 u/a				20	79	99
Neighborhood Commercial	6.5-15 u/ac				30		30
Subtotal					**400**	**79**	**479**
Nonresidential Sites to be Redesignated and/or Rezoned with Adoption of General Plan 2020							
Dominican University	To be determined				40		40
Marin Square	15-32 u/ac				200		200
Industrial/Light Industrial Area Around Davidson Middle	6.5-15 u/ac				15		15

	Density	Very Low Income	Low Income	Moderate Income	Total Affordable Housing Potential (1)	Market Rate	Total
School							
General Commercial District in Northgate Town Center	15-32 u/ac				200		200
Office District in Northgate Town Center	15-32 u/ac				70		70
Lincoln Avenue Park and Ride Lot	15-32 u/ac				22		22
Medway/Vivian Area	6.5-15 u/ac				15		15
Subtotal					**562**		**562**
TOTAL HOUSING UNIT POTENTIAL					**1,211**	**258**	**1,468**
2004-2007 Remaining Housing Need					800	128	927
Other Sites Pending Longer-Term Considerations (Beyond 2007)							
Light Industrial/Office; Public/Quasi-Public Near Civic Center Rail Station	15 - 32 u/ac				150		150
Marine Sites Along the Canalfront	6.5 - 15 u/ac				25		25
Marin Rod & Gun Club	15 - 32 u/ac				96		96
Marin County Civic Center (see Policy N-61)	To be Determined				200		200
School District Sites	Varies by site				40		40
TOTAL					**511**		**511**

1) Units are considered affordable because of specific Housing Element programs; construction of rental housing, which has been shown to be affordable to lower- and moderate-income households, or because of a density over 25 units/acre.

EVALUATION OF SPECIFIC SITES AND AREAS FOR HOUSING DURING THE TIMEFRAME OF THE HOUSING ELEMENT (1999-2007)

The exhibit above demonstrates that San Rafael, with lots currently available and with those areas pending rezoning concurrent with the adoption of the new Housing Element, has sites capable of providing 490 units above the remaining total housing need. In addition, San Rafael has sites that will provide 411 units above the remaining affordable housing need.

As demonstrated in Exhibit Y, San Rafael has designated and/or is proposing to rezone sufficient vacant and underutilized sites to accommodate 5,091 additional housing units, of which the City anticipates that 1,468 units will be available to be developed in the Housing Element time frame. Both numbers more than address the City's remaining regional housing need of 928 units. The most important issue is whether targets for each affordability level can be met, especially those for very low, low, and moderate income households.

Given land costs in San Rafael, the City projects that housing for lower- and moderate-income households will most likely be developed in high density and mixed use areas, where the City's zoning provides for maximum density ranges of 32 to 62 units per acre. Further, with the density and height bonuses available under the City's inclusionary housing program, projects may be built at even higher densities. Based on the City's sites analysis, sufficient vacant and underutilized lots exist in High Density Residential Districts, Downtown, the Northgate Town Center and Marin Square to accommodate development of approximately 932 units. Based on the City's survey of market rents, rental units are affordable to lower and moderate income households. In addition, policy H-19 (Inclusionary Housing Requirements) requires that at least half of all BMR units be affordable to lower-income households, and that half of all BMR *rental* units must be affordable to very low income households.

The residential potential in these areas alone well exceeds San Rafael's remaining regional housing need for 800 units for very low (418), low (130), and moderate income households (252). To specifically facilitate the development of housing affordable to lower- income households, the City is implementing various measures, including the provision of financial assistance (programs under policy H-9 - Funding for Affordable Housing) and regulatory incentives, including height and density bonuses (policy LU-14 Height Bonuses and H-21 Density Bonuses), a revised inclusionary housing ordinance implementing program H-19a - Inclusionary Housing. Under the new Affordable Housing Ordinance, to be adopted concurrent with *General Plan 2020,* the City will require inclusionary fees for fractional units; these fees will be used by the City to support affordable housing activities.

Single-Family Sites and Second Units (Currently Available)

- **Single-Family Sites.** There are approximately 159 vacant single-family lots in San Rafael. Many have access and physical constraints, such as steep hillsides and narrow roadway access, which must be addressed as part of the site's development approval. New single-family homes in the new Redwood Village subdivision are selling out before construction is completed, indicating a strong housing market for single-family homes.

- **New or Legalized Second Units.** Based upon recent revisions to its Second Unit Ordinance that reduce the time and cost of adding second units to existing single-family lots, San Rafael anticipates a significant increase in the number of second units that will become available in the housing market during the housing planning period covered in this Housing Element. For example, in the first six months since the amendments to the City's Second Unit Ordinance,

twelve (12) second units have received building permits, compared with none during the previous six-month period. In addition, the number of inquiries regarding second unit construction and availability has increased substantially. Pursuant to *San Rafael General Plan 2020* Housing policies H-12 (Illegal Units) and H-25 (Second Units), staff will actively promote and provide technical assistance to property owners seeking to construct second units.

Based upon the above-described upward trend in second unit construction, coupled with the availability of approximately 9,000 single-family homes that meet the minimum lot size criteria of 5,000 square feet, the City conservatively estimates that thirty-four (34) second units per year will be built and/or legalized during the time frame of this Housing Element. A recent survey conducted by the City of San Rafael demonstrates that half of the legal second units in San Rafael are currently rented at very low and low-income affordability levels. Based on this information, the City conservatively estimates that 25 percent of the new or legalized second units will be affordable to very low income households, 25 percent affordable to low income households, and the remaining 50 percent affordable to moderate income households.

Finally, because these units will be added to already existing single-family home developments, they will have ready access to all essential public facilities and services.

Multifamily Sites (Currently Available)

Medium and High Density Sites. *San Rafael General Plan 2020* has designated, and the City has zoned or will zone concurrent with adoption of *General Plan 2020*, 563 net acres of land for Medium Density Residential use and 279 net acres of land for High Density Residential use. Multifamily housing is allowed by right in medium and high density zoning districts. The City has identified approximately six (6) vacant sites large enough to accommodate new medium and high density residential developments, including:

- 225 Picnic Avenue – This three-acre medium density site is zoned MR3, or 1 unit per 3,000 square feet of lot area, and could therefore accommodate approximately 44 housing units. The site is bordered by high-density condominiums and single-family residences. The topography of the site is gently sloping near the road with a steep slope and plateau behind. A new housing development at 225 Picnic would be subject to San Rafael's proposed increased inclusionary zoning requirements and could also qualify for density bonuses (above and beyond state requirements) thereunder. The site also provides ready access to all essential public facilities and services.

- Former San Rafael Sanitation District Site – This 2.5-acre site on the west side of Windward Way is zoned MR-2, allowing 1 unit per 2,000 square feet of lot area, and could therefore accommodate approximately 54 housing units. The site would be subject to the City's proposed increased inclusionary zoning requirements, and could also qualify for density bonuses (above and beyond the state requirements) available thereunder.

- Lincoln Avenue Site (adjacent to Caltrans Park & Ride lot) – This high density, ¾-acre site is zoned HR 1.8, or 1 unit per 1,800 square feet, allowing for approximately 18 housing units. The site is currently vacant and is located adjacent to the CalTrans Park & Ride lot near the Highway 101 on-and-off ramps at the top of Puerto Suello. Although the site is steep and has high noise levels, the high demand for housing in San Rafael has resulted in multifamily development on similar sites, as shown by the many apartments in the vicinity. The City has

been approached by an owner's representative who intends to submit a planning application. The development would be subject to San Rafael's proposed increased inclusionary housing requirements, and would potentially qualify for density bonuses (above and beyond the state requirements) available thereunder.

- Elks Club – The 10.5 acre Elks Club site on Mission Avenue has approximately three level acres of land behind an existing building. This site is zoned "Planned Development" (P.D.) based on General Plan Land Use policy LU-10, which requires P.D. zoning for development on lots larger than five acres in size, except for the construction of a single-family residence. Pursuant to P.D. zoning regulations, the proposed uses of a site must be consistent with the General Plan land use designation. The Elks Club site has a General Plan land use designation of High Density Residential (15 – 32 units/acre), which would allow for the development of 45 to 96 units on this site. Thus, pursuant to the P.D. zoning and the General Plan land use designation, commercial, office and/or industrial uses are not allowed. This site may only be redeveloped for high-density multifamily housing use. Given the location of this site at the foot of San Rafael Hill and its close proximity to Downtown, high density housing would be appropriate for this site. Further, the P.D. zoning specifically exempts residential use from the use permit requirement, and therefore high density residential development can occur on this property as a matter of right.

  The Elks Club has been zoned P.D. because this zoning allows for the most flexibility in site design. The P.D. zoning designation allows for the most efficient and flexible site design which will best accommodate any potential issues related to hillside development and the future of existing buildings on the site which, while not historic landmarks, are listed on the *San Rafael Historical/Architectural Survey,* (1986). These buildings are concentrated on a portion of the site and would not affect the ability of a developer to locate housing on the remaining level areas of the property.

  Staff is in the process of drafting a study that summarizes all of the public and private initiatives that have been undertaken to revitalize the central part of San Rafael, which is an area that includes the Elks Club site. The document is being prepared at the request of Ecumenical Association for Housing ("EAH"), a local non-profit housing developer that is actively working with the Elks Club Board on a housing proposal. EAH plans to use the study as part of a forthcoming tax credit application for housing on the site. Development of this site would be subject to San Rafael's proposed increased inclusionary zoning requirements, and could qualify for the density bonuses (above and beyond the state requirements) available thereunder.

- San Rafael City School's Corp Yard. This 2.6-acre site is zoned for high-density residential use, and could support from 39 to 83 housing units. The San Rafael School District is actively pursuing a Request for Proposal to develop an affordable housing project at this location.

The City estimates, based upon recent development trends and activity, that approximately 75% of the available medium density sites will be developed for rental housing, as will approximately 100% of the available high density sites. Both medium and high density sites will be required to provide for very low, low, and moderate housing through application of San Rafael's proposed increased inclusionary zoning requirements (*General Plan 2020* policy H-19), and may qualify for subsidies or other additional incentives to help promote the development of additional affordable housing units (*General Plan 2020* policies H-9, H-14, H-17, H-18, H-21, H-22, and H-23).

Mixed-Use Sites (Currently Available)

Downtown Housing. San Rafael's Downtown area is currently zoned to accommodate mixed-use projects at a range of housing densities. Densities between 32-62 units/acre are allowed in the Fourth Street Retail Core (14 acres), Second/Third Street Mixed-use (37 acres), and Hetherton Office areas (6 acres). Other areas in Downtown allow densities between 15-32 units/acre (see table LU-3). Such mixed-use development projects are supported by *General Plan 2020* Policies NH-21, EV-13, H-18, H-21, H-22 and H-23. As an urban area served by transit, Downtown has the lowest parking requirements in San Rafael, as low as one space per one-bedroom unit. In addition, General Plan policy LU-14 allows for a one-story height bonus in Downtown for qualifying projects that include an affordable housing component. For example, the recently built 113-unit Rafael Town Center received a 12-foot height bonus for an increase in the number of affordable housing units. From 2000 – 2004, an average of 82 affordable units per year have been built in Downtown. As demonstrated in Exhibit Y the City projects that as many as 1,318 additional housing units could be developed Downtown.

Market conditions support the development of underutilized sites, as exemplified in recent projects in Downtown. San Rafael will capitalize on the strategies that have contributed to the success of the existing infill and mixed-use projects. These factors include reduced parking standards for Downtown units (units under 900 square fet require only one space), height and density bonuses, in exchange for a greater number of affordable units, and use of tax credits. City and Redevelopment Agency staff work closely with the developers on removing constraints, such as toxics and traffic.

Based on past development activity, increased incentives for housing, redevelopment opportunities, and property availability, the City estimates that approximately 10 percent of the housing development potential in downtown could occur during the planning period of the Housing Element (100 units per year through 2007 at densities over 25 units/acre). Exhibit BB below provides lot size, constraints, unit projections, timeline for development, and incentives for sample sites in Downtown. Also included on the list is a recently-approved project, several projects in the development or redevelopment "pipeline," and examples of typical Downtown sites that could be redeveloped for housing.

Exhibit BB – Example Downtown Development Sites

Site/ Current Use	APN	Size (acres)	Zoning Density (units/acre)	Development Potential (1)	Lower Income Potential (2)	Constraints	Timeline	City Incentives
Approved Site								
924 B Street Mixed use	011-26-112	0.11	72	Approved application for 7 apartments and 6 SROs	7	NA Listed on Historic Survey	NA	Height variance Reduced parking
Potential Sites With Applications Pending (See n. 3 below)								
1295, 1217 Second Street 3 units	012-75-01 012-75-02	~. 02	43	Owner proposed 14 units to replace three bungalows. Project was withdrawn prior to City review, and is being redesigned for resubmittal.	14	(4)	2 – 12 months (5)	(6)
1112 Second Street Zappetini Iron Works	011-262-19	0.3	73	50 units. Redevelopment of an iron works shop with 50 units. The property owner continues to meet with the City concerning this project and is now involving the adjacent property owner in a joint development proposal.	73	Potential hazardous materials site (4)	(5)	(6)
750 Lindaro San Rafael Corporate Center	013-021-53	1.89	-	90 units. The property owner has proposed replacing one approved office building with a residential project. This application is being prepared, with work underway on a traffic analysis and building design. Rezoning required.	90	(4)	(5)	(6)
809 B and Second Streets Commercial building	011-256-12	~0.2	73	32 units. The property owner has proposed a mixed-use redevelopment project that will replace a small commercial building, parking lot and two houses. Preliminary design review is scheduled for early December 2004.	73	(4)	(5)	(6)
1203 Lincoln Motor court	011-184-09	~0.2	43	27 units. The property owner has proposed to redevelop an older 25-unit motor court with 37 units. Preliminary design review is scheduled for early December.	43	Listed on historic survey (4)	(5)	(6)
Potential Sites – Examples of Typical Downtown Sites Available for Housing Development								
637 Mission Avenue Residential use	014-08-101	~0.2	43	9 units	7	(4)	(5)	(6)
905 D Street Retail use	011-25-107	~0.2	43	9 units	42	(4)	(5)	(6)
820 B Street	011-262-15	~0.2	72	15 units	77	Listed on	(5)	Redevelopment

St. Vincent's Dining Hall						Historic Survey (4)		project (6)
1200 Fifth Avenue Bank	011-211-05	0.4	43	17 units	25	(4)	(5)	(6)
724 Fourth St. D&S Auto	011-227-06	~0.2	72	14 units	14	(4) Possible hazardous materials	(5)	(6)
1524 – 30 Fourth Street Use car lots	011-202-12, -13	0.4	43	17 units	14	(4) Possible hazardous materials	(5)	(6)
807 Third Street Goodwill store	011-274-03	0.4	72	29 units	72	(4)	(5)	(6)
902 Lincoln & Third Retail store	011-275-09	~0.2	72	14 units	72	(4)	(5)	(6)
898 Lincoln Video Droid	011-278-01	0.5	72	36 units	54	(4)	(5)	(6)
Shaver at Latham Streets Pac Bell switching station	011-245-38	0.9	43	39 units	29	(4)	(5)	(6)
West America Bank 1523 Fourth St.	011-245-26	1.2	43	52 units	48	(4)	(5)	(6)
1030 Third Bank	011-263-21	0.7	72	50 units	42	(4)	(5)	(6)

1) Program H-18b (Efficient Use of Multifamily Housing Sites) states that residential-only projects should be approved at the mid- to high range of the zoning densities. In addition, San Rafael has a track record of approving residential projects at the high end of the density range.
2) Multifamily development at higher densities (25+ units/acre) are affordable to lower and moderate income income households, as shown in City surveys of rental rates. In addition, Housing and Community Development staff indicated that housing at 25+ units per acre may be considered affordable to lower and moderate income households. (source: Rob Maus, Housing and Community Development.)
3) Housing Element law requires the City to identify adequate sites which will be made available through appropriate zoning, development standards, and services to meet the City's quantified objection in its Housing Element. In essence, the City creates the framework that will promote and allow for the development of housing. As noted above, the build-out potential for Downtown is 1,318 units. However, it is the private sector, not the City, which is responsible for housing construction. The sites above should be viewed as example sites representative of the approximately 550 similar parcels available in Downtown for housing development.
4) The sites listed above are in Downtown with the zoning and infrastructure in place for housing development. In addition, the City has staff dedicated specifically to facilitate the construction of housing in San Rafael.
5) Processing time is typically 2 to 12 months, depending on the level of CEQA review required. The private development community determines when specific sites will be developed, However, development in Downtown has averaged approximately 82 units per year over the past four years.
6) Each of the above-proposed projects would be subject to the City's proposed increased inclusionary zoning requirements, and could qualify for density bonuses (above and beyond state requirements) available thereunder. Other City actions include:
   - PSP incentives for affordable housing (LU-3 Project Selection Process)
   - Tax credit assistance (H-9e Funding Resources)
   - Redevelopment Agency assistance (H-9a Housing Set-Aside Fund, H-18h Staff Consultation)
   - Exemption from traffic mitigation , building, and planning fees for affordable housing (H-9g Waiver or Reduction of Fees).
   - Height bonuses (LU-14 Height Bonuses).
   - Reduced parking standards (H-18g Revisions to Parking standards). In addition, Zoning Chapter 18, Parking Standards, provide for reduced parking requirements for residential development in Downtown.

Additional mixed-use sites include:

- **Public Parking Lots Downtown.** There is the potential for over 300 units to be developed over the nine downtown public parking lots. Housing policy H-18 and Program H-18e support this type of "air rights" development. One-third of the potential units could be built during the timeframe of the Housing Element (to 2007), with all affordable to moderate-income households or below.

- **Loch Lomond Marina.** The site is currently designated as Marine Related (no residential permitted) and Neighborhood Commercial (residential use allowed at 6.5 to 15 units/acre). It currently has a marina and yacht club, a boat launch and day use parking, and neighborhood retail and service uses, including a neighborhood market. BCDC jurisdiction is limited to the first 100 feet from the Bay; neither housing nor commercial development is within this area. The proposed project has been designed to be consistent with the City's wetlands policies, and the developer has used the findings from preliminary geotechnical studies to prepare preliminary site design plans. Approximately nine gross acres of this underutilized site could be used for housing. At a density of 11 units/acre and with the available density bonuses, 99 units will be modeled and could be built, with 20 percent of those units affordable at below market rate per the City's inclusionary housing requirements (see Policy H-19). *General Plan 2020* changes include 1) a smaller area of the site designated as Marine Related and a concurrent larger area designated Neighborhood Commercial, and 2) an increase of six feet in building height to 36 feet for a mixed use building in the Neighborhood Commercial District.

  The Loch Lomond Marina is adjacent to several single-family neighborhoods that have concerns that the medium density would be in conflict with existing development patterns. The site is zoned PD (Planned District)-WO (Wetlands Overlay), which allows for the greatest site design flexibility and for protection of the wetlands on the perimeter of the lot. An application for a two-phase project with single-family homes, town homes, and apartments, as well as a new retail/office building was submitted winter 2004, and environmental review is underway.

- **Neighborhood Commercial.** *San Rafael General Plan 2020* designates 38 net acres of land for Neighborhood Commercial use, with potential for over 250 additional housing units. The City estimates that about 30 units could be built during the timeframe of the Housing Element. All such units are expected to be rental housing at moderate-income household affordability levels or below. An example of an underutilized Neighborhood Commercial site is the Dandy Market in North San Rafael. The site is zoned Neighborhood Commercial (1,800 sq. ft. of lot area/unit). An older neighborhood store, Dandy Market was originally built to serve a small single-family neighborhood. Recent development in the area includes 133 homes, two small apartment buildings and an assisted living project, creating an increased demand for retail and an incentive for redevelopment of the site. *General Plan 2020* changes to the NC District, including an increase in the height limit to 36 feet and the deletion of the 'pro rata rule' which limited the amount of residential that could be built in a mixed use building will be part of the implementing zoning changes to be adopted concurrently with the General Plan.

Currently Nonresidential Sites Where Housing Will Be Allowed (Sites Pending Land Use/Zoning Change as part of San Rafael *General Plan 2020*)

- **Dominican University.** The 55-acre Dominican University campus is currently zoned Planned District (PD). Pursuant to the PD designation, the proposed residential use is an accessory use to the university program, and the proposed housing would be allowed pursuant to a rezoning of the site and the adoption of a revised master plan. The University has indicated that an interest in building approximately forty (40) units of clustered affordable staff housing on an undeveloped area of its campus. These units will be available to lower and moderate-income staff households. The Dominican campus is part of a currently existing residential neighborhood, so the proposed housing units would have ready access to all essential public facilities and services.

- **Marin Square.** The 6.3-acre Marin Square Shopping Center is currently zoned General Commercial. *San Rafael General Plan 2020* will allow high density residential (32 units/acre) in the General Commercial district with an Administrative Use Permit. The site was recently sold to a residential developer, who has had several meetings with the City to discuss a proposed 200-unit residential project to replace the outdated shopping center. The owners have indicated that they will submit an application in early 2005. The Marin Square site is part of an already-developed area, so the proposed housing units would have access to all essential public facilities and services. All units are expected to be rental housing available to households with moderate-or-below income levels, and new development would be subject to San Rafael's proposed increased inclusionary zoning requirements and could qualify for density bonuses (above and beyond the state requirements) available thereunder.

- **Industrial/Light Industrial Area around Davidson Middle School.** *San Rafael General Plan 2020* creates the Lindaro Mixed Use district, encompassing approximately 13 acres of land and 38 parcels. The lots will be rezoned to LMU (Lindaro Mixed Use, at 2,000 sq. ft. lot area/unit) as part of the adoption of *General Plan 2020*, and live/work housing will be allowed in this district. Several of the sites being rezoned are currently underutilized, and all sites are in close proximity to Downtown and have ready access to essential public facilities and services. San Rafael projects that approximately 15 housing units will be created in this area during the timeframe of this Housing Element; all are expected to be rental housing at moderate-income household affordability levels or below.

- **General Commercial District in Northgate Town Center.** *San Rafael General Plan 2020* designates 206 acres of land for General Commercial use. The Northgate Town Center is included within this designation; with 17 lots (including three shopping centers), this area has the potential to support development of a significant number of housing units. Concurrent with adoption of *General Plan 2020*, the GC (General Commercial) zoning district will be amended to allow for high density housing at 1,000 sq. ft. of lot area/unit. Residential development in commercial districts require an Administrative use Permit. In addition, *General Plan 2020* allows for a two-story height bonus for affordable housing in the Northgate Town Center. In discussions with the City about upgrades at the 39-acre Northgate Mall, the owners have expressed an interest in building housing on a portion of the parking lots on the site. Residential development on a portion of the mall's parking lots is not dependent on closure of the mall. In addition, several non-profit housing organizations have expressed an interest in building affordable housing in the parking lot area. As such, San Rafael projects that

approximately 200 housing units could be built in the Northgate Town Center during the timeframe of this Housing Element. All units are expected to be rental housing available to households with moderate-or-below income levels, and new development would be subject to San Rafael's proposed increased inclusionary zoning requirements and could qualify for density bonuses (above and beyond the state requirements) available thereunder.

- **Office District in Northgate Town Center.** San *Rafael General Plan 2020* designates 196 net acres of land for Office use. Office uses within the Northgate Town Center are included within the Office land use designation. Concurrent with adoption of *General Plan 2020*, the O (Office) zoning district will be amended to allow high-density housing at 1,000 sq. ft. of lot area/unit. In addition, *General Plan 2020* allows for a two-story height bonus for affordable housing in the Northgate Town Center. One property owner has informally proposed converting an existing office building to residential use, and several other office sites have recently changed ownership, which could lead to increased interest in possible use changes under the Office land use designation. As office buildings become outdated, the potential for conversion or redevelopment increases in this area. As such, San Rafael projects that 70 housing units could be built under the Office designation in the Northgate Town Center during the timeframe of this Housing Element. All such units are expected to be rental housing available to moderate-to-below income level households, and new development would be subject to San Rafael's proposed increased inclusionary zoning requirements and could qualify for density bonuses (above and beyond the state requirements) available thereunder.

- **Lincoln Avenue Park & Ride Lot.** This 0.9 acre site near the top of Lincoln Avenue and the on- and off-ramps ramps to highway 101 is designated Public/Quasi-Public. Concurrent with adoption of *General Plan 2020,* the PQP (Public/Quasi-Public) zoning district will be amended to allow high-density housing at 1,000 sq. ft. of lot area/unit. The development would be subject to San Rafael's proposed increased inclusionary housing requirements, and would potentially qualify for density bonuses (above and beyond the state requirements) available thereunder.

- **Medway/Vivian Area.** The Medway/Vivian area in the Canal neighborhood is the commercial center of a high-density neighborhood. The current light industrial and low intensity retail businesses underutilize the land in an area in need of affordable housing and resident-serving retail and services. The *General Plan 2020* land use map expands the Neighborhood Commercial district to replace part of the Light Industrial/Office area on nine lots along Medway and Vivian, thereby encouraging redevelopment with uses that would better serve the residents. Concurrent with adoption of *General Plan 2020*, the Light Industrial/Office sites will be rezoned to NC (1,800 sq. ft. of lot area/unit). The Redevelopment Agency reports that at least two non-profits have investigated the redevelopment of sites in this area for mixed use with housing. Based upon the redesignation of this area and the expressed interest in developing affordable housing units in this location, San Rafael projects that approximately fifteen (15) housing units will be developed during the timeframe of the Housing Element. All are expected to be rental housing available to very low, low, and moderate-income households.

Other Sites (Beyond 2007)

- **Marine Sites Along the Canalfront.** *San Rafael General Plan 2020* designates 93 net acres of land for Marine-Related use. Concurrent with adoption of *General Plan 2020*, the M (Marine) zoning district will be amended to allow for medium-density housing at 2,000 sq. ft. of lot area/unit. Over the past few years, several property owners have explored building housing on their Canalfront property. One such example is the 0.8-acre Third Street Boat House site, which has recently changed ownership. This site is just east of east of Montecito Plaza shopping center, and is ideal for residential use. All such units are expected to be rental housing available to moderate-to-below income level households, and new development would be subject to San Rafael's proposed increased inclusionary zoning requirements and could qualify for density bonuses (above and beyond the state requirements) available thereunder.

- **Marin County Civic Center.** This site consists of 55 acres, part of which is underutilized, and has the potential for approximately 200 housing units, with the expectation that all of the proposed units would be available to moderate or below income level households. San Rafael *General Plan 2020* Policy NH-61 supports transit-oriented ("smart growth") housing near the planned commuter transit rail stop along the railroad tracks under highway 101. A potential constraint on the development of this site is the requirement that County voters approve all new development on Civic Center grounds. It is unknown when such a development proposal might be placed on the Countywide ballot for voter approval, making it difficult to project whether any of the potential Civic Center housing units would be available during the time frame addressed in this housing element.

- **School District Sites.** Throughout San Rafael, there are several potentially available sites owned by the local school districts. In collaboration with the school districts, the City has explored the possibility of developing affordable housing units on some or all of these locations. To facilitate this development, San Rafael *General Plan 2020* has designated all school sites to allow for residential land use and, concurrent with adoption of *General Plan 2020*, all school district sites will be zoned in a manner consistent with the surrounding neighborhood uses. Such potentially available school district sites include:

  Glenwood School (Vacant Lot). This 12-acre vacant lot located adjacent to Glenwood Elementary School will be rezoned to accommodate low-density residential use consistent with the surrounding neighborhood use, and could support from 24 to 78 housing units. Any new development would be subject to San Rafael's proposed increased inclusionary zoning requirements and could qualify for density bonuses (above and beyond the state requirements) available thereunder.

  Santa Margarita Elementary School Site. A 5.5-acre portion of the site located on Del Ganado Road is zoned for low density housing, and could support 11 to 36 units. However, the Dixie School District currently leases this site to a private entity, making unlikely any development of this site during the timeframe of this Housing Element.

  Marin County Office of Education Site. A 6.4-acre portion of this site, located on Las Gallinas Avenue is zoned for low density residential, and could support from 13 to 42 new housing units. Any new development would be subject to San Rafael's proposed increased inclusionary zoning requirements and could qualify for density bonuses (above and beyond the state requirements) available thereunder.

OPPORTUNITIES FOR ENERGY CONSERVATION

Housing Elements are required to identify opportunities for energy conservation. Since the deregulation of energy companies in 1998, the price of energy has skyrocketed. With such an increase in prices, energy costs can be a substantial portion of housing costs. Effective energy conservation measures built into or added to existing housing can help residents manage their housing costs over time and keep lower income households operating costs affordable. There are a number of programs offered locally, through the local energy provider (PG&E) and through the State of California, provide cost-effective energy saving programs. Due to deregulation in California, utility costs have skyrocketed. State budget cuts could negatively effect some of these programs as a result.

The California Human Development Corporation in Rohnert Park runs a "weatherization" program for low income households and additional programs may be forthcoming with recent increases in energy costs. The City has made information regarding energy conservation available to the public. There are several significant other areas in which the City of Novato is encouraging energy conservation in new and existing housing:

(1) Through application of State residential building standards that establish energy performance criteria for new residential buildings (Title 24 of the California Administrative Code).

(2) Through the Housing Rehabilitation Loan Program that assists in the rehabilitation of older housing units, which can include energy efficiency improvements.

(3) Through appropriate land use policies and development standards that reduce energy consumption, such as promoting more compact, walkable neighborhoods, with housing close to transit, jobs, community facilities and shopping; encouraging in-fill development; planning and zoning for multi-use and higher density development; permitting common walls and cluster development; and promoting passive and active solar design elements and systems in new and rehabilitated housing.

Energy conservation programs are also operated by private utilities and State and Federal agencies. For example, State and federal appliance standards now require manufacturers to produce and sell appliances according to specified energy-consumption performance criteria, and the Energy Crisis Intervention Program, funded by the State Department of Economic Opportunity, helps low income residents pay delinquent energy bills to avoid interruption of service.

PG&E also sponsors programs such as the Project Help/Direct Weatherization program that provides free attic insulation, weather stripping and caulking, water heater blankets and low flow shower heads for low income households. The PG&E "walk-through audit" provides a comprehensive assessment of energy conservation needs and costs related to home appliances, structural design and insulation.

Through these and other conservation measures the City seeks to help minimize the percentage of household income that must be dedicated to energy costs as well as minimize the use of nonrenewable resources.

FAIR HOUSING

The City of San Rafael provides support to Fair Housing of Marin through the CDBG program. Fair Housing flyers are available at City Hall, City Hall at the Mall and the City libraries.

Information on housing opportunities in the City of San Rafael and the County of Marin is available through the Housing Assistline. The Housing Assistline is funded by the Marin Community Foundation and local cities. The Assistline is located at Marin Housing (Housing Authority) and is staffed by Marin Housing workers and trained volunteers. Some of the Assistline staff are bilingual. The Assistline provides information and referrals on affordable housing including Section 8, Public Housing, housing for persons with special needs, Below Market Rate rental and ownership programs, the low cost rehabilitation program, housing discrimination and landlord tenant law. The Assistline number is posted in San Rafael City Hall in the Foyer, the City Clerk's office, the Community Development Department, the Redevelopment Agency, the City libraries and City Hall at the Mall.

Mediation Services provides bilingual assistance in the area of landlord tenant law. The Redevelopment Agency provides $20,000 annually to this organization. In 2001 and 2002, the City sent bilingual letters to all tenants in buildings over four units informing them of Mediation Services and encouraging them to. The City does not anticipate sending another letter due to the cost and small number of calls received as a result of the letter. The Legal Self Help Center of Marin provides assistance on all legal matters including landlord tenant and Fair Housing law. The Center is funded by the Marin Community Foundation and the County courts.

Exhibit CC: Quantified Objectives 1999-2007[1]

	Very Low Income	Low Income	Moderate Income	Above Moderate Income	TOTAL
New Construction					
H-9a Housing Set-Aside Fund.	163	82	156	0	401
H-14d Review Zoning for Live/Work Opportunities.	0	0	15	0	15
H-14e Single Room Occupancy (SRO) Units.	0	0	30	0	30
H-18d Air Rights Development.	0	25	25	0	50
H-22a Higher Density Infill Housing Near Transit.	20	20	160	0	200
H-23a Encourage Residential Uses in Commercial Areas.	72	72	288	288	720
H-24b Employee Housing Opportunities.	0	0	40	0	40
H-25a New Second Units.	26	26	50	0	102
Rehabilitation					
H-10c Provide Ongoing Affordability Restrictions.	141	65	4	0	210
H-10e Canal Affordable Safe and Healthy Housing.	20	20	2	0	42
-11c Rehabiliation and Energy Loan Programs.	10	0	0	0	0
Conservation					
H-10b Condominium Conversion Ordinance.					All units
H-14f Co-Housing, Cooperatives, and Similar Development.					10
H-20a BMR Resale Regulations.	0	10	0	0	10
H-20b BMR Rental Regulations.					All units
H-20c "At Risk" Units.					All units
TOTAL	452	320	770	288	

[1] Based upon projected implementation of Housing Policy H-18 and programs thereunder.

Exhibit DD: Evaluation of General Plan 2000 Policies and Programs

Policy / Program *Ref. # and brief description*	**Quantified Objective** *where applicable*	**Status**	**Achievements** *quantified if possible*	**Barriers to Implementation** *reasons why it was not implemented or was not able to meet its objectives*	**Recommendations** *Carry forward as is/ carry forward with modifications/ delete*
H-1 City Leadership H-25 Cooperative Ventures H-31b Redevelopment Area H-32 Special Needs H-33 Low Income Housing H-a Housing Specialist	Position created.	Ongoing.	Every project that includes an affordable housing component receives technical assistance from the Housing Specialist ($40,000 annual contract with Redevelopment). The Housing Specialist assists developers through planning process, and assists non-profit agencies with affordable housing issues.		Carry forward.
H-3 Redevelopment Agency H-31b Redevelopment Area H-b Housing Fund	Development of administrative guidelines for the Housing Fund by 1992.	Ongoing.	The administrative guidelines were completed as part of the Redevelopment Agency's five-year implementation plan for '95-'96 to '00-'01. As of January 2001, $300,000 was in the San Rafael "housing fund," derived from in lieu fees, with $200,000 earmarked to assist BRIDGE Housing to acquire 55 Fairfax apartments for affordable housing.	Fees generate limited funds. High land costs affect the ability to use funds for new units.	Carry forward with modifications.
H-5 Project Review Process H-c Fast Track Processing and Reduced Fees for Affordable Housing Projects	Fee waiver and fast tracking	Ongoing	1349 Lincoln Ave (7 units) (fee waiver) Maria B. Freitas Senior Housing Project (61 units-seniors) (fee waiver, fast track processing)	Projects with a significant affordable housing component are a staff priority. Fee waiver/ reduction is available upon request, per Resolution 10789 (adopted March 2001).	Carry forward.
H-1 City Leadership H-d Adequate Staff	Annual review as part of budget process.	Ongoing.	Planning Dept. reorganized into Community Development Dept. in 1998.	Planning staff is funded through permit fees and the General Fund, which are subject to the economy.	Carry forward with modifications.
H-2 Public Participation. H-29 School Sites. H-e Neighborhood Meetings	Encourage meetings on a case-by-case basis.	Ongoing.	The Neighborhood Meeting Procedures were adopted to minimize conflict and streamline the planning process on controversial development applications. Neighborhood Meetings are required for large projects and may be recommended for smaller projects. Neighborhood Meetings Program has been replicated in other communities.		Carry forward.
H-2 Public Participation H-f Preparation of Neighborhood Plans	Preparation of neighborhood plans per the priorities in the General Plan Implementation	Ongoing.	▪ E. San Rafael Neighborhood Plan (adopted 1990); ▪ Our Vision of Downtown San Rafael (completed 1993); ▪ Montecito/Happy Valley Neighborhood Plan (adopted 1996); ▪ Vision North San Rafael (completed 1997);	Lack of staff and funding resources prevented completion of the Bret Harte Neighborhood Plan, the Lincoln Avenue Corridor	Carry forward with modifications. Neighborhood Element contains program for

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
	Section.		▪ St Vincent's/Silveira Advisory Task Force Recommendations (completed 2000)	Plan, the Francisco Blvd. Design Plan, and the Canal Design Plan.	neighborhood planning.
H-1 City Leadership H-2 Public Participation H-g Housing Element Revision	July 1995	Ongoing.	The Housing Element was revised in 1996 as part of the Downtown General Plan Amendments.		Carry forward.
H-5 Project Review Process H-14b Preserve Housing Stock H-h Development Review and Streamlining	Update zoning by 1991. Begin update of subdivision ordinance in 1993.	Ongoing.	▪ Zoning Ordinance adopted in 1992. ▪ Subdivision Ordinance under revision, with 2002 target completion date. ▪ Development review process is continually updated for streamlining consistent with state laws and state of the art practice.		Carry forward with modifications, see new program LU-2a (Development Review)
H-3 Redevelopment Agency H-25 Cooperative Ventures H-31b Redevelopment Area H-i Redevelopment Agency Powers	NA	Ongoing.	Affordable housing is created with participation by the Redevelopment Agency. $1.5 million has been dedicated to affordable housing, with 50% for acquisition, 35% direct assistance, and 15% admin. Since 1990, with Redevelopment's financial participation the following units have been created: • 89 affordable rental units for very low, low, and moderate income households; • 61 affordable rental units for Seniors; • 188 rental units rehabilitated with ongoing affordability restrictions; • 38 rental units under construction at the Rafael Town Center, will be available to low and moderate income households.	Lack of available land and the high cost of housing.	Carry forward, subject to State law requirements.
H-9 Protection of the Rental Housing Stock H-18 Innovative Housing Approaches H-19 Below Market Rate Housing in Market Rate Residential Projects H-20 Affordable Housing Projects	NA	Ongoing.	See H-a		Carry forward with modifications to recognize that Housing Specialist also provides technical assistance to for-profit developers. Increase BMR %.

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
H-j Technical Assistance to Non-Profits					
H-4 Housing Discrimination H-k Housing Discrimination	NA	NA	The Community Development Department has not received a discrimination complaint. Discrimination in housing is addressed by the State, County and other local organizations.		Carry forward.
H-6 Housing Rehabilitation H-14 Upgrade Existing Residential Areas H-14b Preserve Housing Stock H-l Maintain Residential Zoning	Review as part of Zoning Ordinance revision, expected to be completed 1991.	Completed.	New Zoning Ordinance adopted in 1992 created new zoning districts.		Carry forward with program to amend the zoning ordinance consistent with the General Plan.
H-6 Housing Rehabilitation H-11 Housing Conditions H-m Rehabilitation Loan Programs	Residential Rehabilitation Loan Program by Marin Housing Authority between 1988 and July 1995: ▪ 40 low income units rehabilitated (10% in San Rafael); ▪ 100 low-income rental units rehabilitated.	Ongoing.	Since 1990, 188 units of have been rehabilitated with the Redevelopment Agency's financial participation. 100% are affordable to households with very low and low income. Since 1975, 76 residential rehabilitation loans have been provided to low income homeowners in San Rafael to make basic repairs and improvements. Funds were provided through the Federal CDBG program and administered by the Marin Housing Authority.	Because of the level of market rate rents, property owners are rarely induced to restrict rentals for affordable housing in exchange for rehabilitation subsidies.	Carry forward with modifications.
H-11 Housing Conditions H-n Presale Inspections	10,200 units inspected between 1988 and July 1995 (1200 units on average per year).	Ongoing.	The local economy and home sales market drives the number of presale inspections. The following number of inspections were made since 1997: • 1997 – 956 inspections • 1998 – 806 inspections • 1999 – 816 inspections • 2000 – 744 inspections		Delete. Inspections are ongoing part of Building Division's work program.
H-7 Condominium Conversions H-9 Protection of the Rental	Revisions to the subdivision ordinance by 1993.	NA	Since the city vacancy rate has been consistently less than 5%, there have been no condominium conversions.		Carry forward.

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
Housing Stock H-o Condo Conversions					
H-27 New Housing Eligible for Subsidy H-35 Rental Housing H-p Rental Housing Assistance	Marin Housing Authority targets were: -Section 8 certificates and vouchers: 530 for very low income households and 30 for low income households. -Project Independence: 15 low income households; -Rebate for Main Renters: 10 low income households	Ongoing	In 2000, rental assistance was provided to 919 low income households in San Rafael through Marin Housing programs: • 834 Section 8 certificates and vouchers were provided to San Rafael residents; • 40 Public Housing units provided to Seniors and the disabled at Golden Hinde; • 17 households were provided assistance from the Rebate for Marin Renters program; • 28 rental units at Sundance Apts.	Due to the lack of housing availability, some Section 8 voucher recipients are unable to locate housing and thus utilize the voucher within the 90 days permitted under the Federal Regulations. Some landlords are reluctant to rent to Section 8 voucher recipients. MHA is looking into ways to prohibit discrimination based on rental payment sources.	Carry forward with modifications. (County program)
H-33 Low Income Housing H-35 Rental Housing H-42 Single Room Occupancy Units H-q Acquisition of Rental Housing	75 units (25 very low and 50 low income) between 1988 and 1995.	Ongoing	From 1990 to 2000, approximately 318 new affordable rental units were created, of which 102 were subsidized by the Redevelopment Agency RDA subsidized, including 61 senior units. From 1990 to 2001, 188 rental units were rehabilitated and made affordable through long term affordability deed restrictions, all of which were subsidized by the Redevelopment Agency. In 2001, 55 additional affordable rental units are under construction. of which 38 are subsidized by Redevelopment.		Carry forward.
H-12 Energy Conservation Improvements H-r Energy Assistance	Home Weatherization Program: 1,445 low income provided with energy conservation improvements between 1988 and 1995 (averaging 170 units per year).	Not implemented		Not a City program.	Carry forward with modifications.
H-30 Illegal Units H-s Housing Displacement Study	Adopt guidelines to respond to potential housing loss and tenant displacement by 1994.	As needed.	The City makes referrals to and works with Marin County Housing Authority to provide relocation assistance when code enforcement displaces residents.	Limited resources prevent the implementation of this program as contemplated. Private and non-profit social	Carry forward

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
				agencies provide this service to residents who have been displaced.	
H-14 Upgrade Existing Residential Areas H-26 Manufactured Housing H-t Contempo Mobile Home Zoning	Ordinance adopted by 1994	Completed.	The special zoning district was created as part of the 1992 Zoning Ordinance revisions. The Mobilehome Rent Stabilization Ordinance was enacted in 1993.	The vacancy control provisions of the Stabilization Ordinance are under legal challenge by the Contempo Mobile Home property owners.	Modify program per City Attorney.
H-33 Low Income Housing H-35 Rental Housing H-u Subsidized Rental Projects	Preservation of all assisted units.	Ongoing.	The City works with the Marin County Housing Authority to monitor housing projects with affordability restrictions to insure compliance and to track expiring use conditions on subsidized projects. For example, deed restrictions at Rafael Commons were set to expire, however, due to the City and County's efforts, the project is being acquired by BRIDGE housing and will carry a 55 year affordability restriction.		Carry forward.
H-15 Future Development H-26 Manufactured Housing H-v New Housing Construction	2,210 new units between 1988 –July 1995,) or 260 per year.	Ongoing.	From 1990 to 2000, 1,809 units were built.	Additional housing opportunities are constrained by the lack of vacant land, traffic capacity, land uses and density and height limits.	Carry forward with modifications.
H-21 Resale Controls on Owner-Occupied BMR Units. H-w BMR Resale Regulations	NA	Ongoing.	Since 1980, 51 units have been resold with BMR affordability restrictions in San Rafael. Approximately eight (8) BMR "for sale" units per year on average are resold and continue to contain BMR deed restrictions. Currently, 63 BMR ownership units contain resale restrictions.	If there are construction defects in the BMR units and Marin Housing cannot put a first time buyer into the unit upon resale due to lender limitations, BMR units may be lost to the market. The City has not exercised its option to repurchase such units due to construction defect liability. Units not repurchased are no longer BMR restricted.	Carry forward to ensure retention of as many BMR units as possible.
H-22 Rent and Income	1991	Ongoing.	Zoning regulations adopted 1992. BMR policies are		Carry forward, with

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
Restrictions on Rental BMR Units H-x BMR Rental Regulations			implemented through zoning regulations §14.16.30 (affordable housing requirements) and § 14.16.090 (density bonus). These City policy requirements are in addition to Redevelopment Agency activities.		modifications as necessary to ensure retention of as many BMR units as possible.
H-23 BMR Eligibility Priorities H-y BMR Eligibility Guidelines	Adopt guidelines by 1993.	Completed	BMR eligibility is implemented through policy H-23 (BMR Eligibility Priorities).	The Marin Housing Coalition supports eligibility guidelines that give first priority to people who live and work in Marin County.	Carry forward
H-24 Limited Equity Cooperatives H-z Limited Equity Cooperatives	50 Units: 25 low and 25 moderate income between 1988 and 1995.	Not Implemented		Limited Equity Cooperatives are difficult to finance.	Carry forward
H-16 Mixed-use H-aa Mixed-use	35 moderate-income units in mixed-use areas, 1988 though July 1995 (average of 5 per year).	Ongoing.	The 1992 Zoning Ordinance included new mixed-use zoning districts. Since 1992, the following mixed-use developments have been built: ▪ 1 H Street – 38 units ▪ 4th & Lincoln – 26 units ▪ Rafael Town Center – 113 units ▪ Albert Park Lofts-111 units		Carry forward with modifications to allow residential in more districts.
H-32 Special Needs H034 Housing for Smaller Families H-36 Favor Non-Age Restricted Housing H-bb Accessible Units for Physically Disabled	City has worked with developers to provide a mix of units, and has approved assisted living for seniors as well as housing for the disabled. 5% of all units built or approved should be adaptable for the handicapped.	Ongoing.	All plans are checked for building code compliance, including State requirements for providing accessibility to the physically disabled. Since 1998, the State Building Code (§1103.1.9.2) requires at least 2% the units or 1 unit (whichever is more) be accessible for the physically disabled.		Carry forward, consistent with State law.
H-1 City Leadership H-3 Redevelopment Agency H-cc Subsidized Housing Programs	100 units (25 very low income; 50 low income; and 25 moderate income) (between 1988 and July 1995)	Ongoing.	Since 1990, the following units have been built with Redevelopment Agency financial participation: ▪ 37 very low income units ▪ 98 low income units (2 owner and 103 rental); ▪ 49 moderate income (6 owner and 43 rental) Through conversion of tax-exempt bond allocations, the Marin	Increased competition for limited funding statewide.	Carry forward.

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
			Mortgage Credit Certificate Program (administered by Marin Housing) provides a federal income tax credit to low and moderate income first-time homebuyers. The program provides 72 San Rafael households with mortgage credit certificates since 1996. All BMR purchases receive mortgage credit certificates. The Redevelopment Agency issued $8.8 million of conduit tax exempt through 2000 and will issue an additional $12.1 million in 2001. These funds are to acquire affordable housing.		
H-17 Quality Affordable Housing H-18 Innovative Housing Approaches H-19 Below Market Rate Housing in Market Rate Residential Projects H-20 Affordable Housing Projects H-37 Senior Residential Project Locations H-dd Affordable Housing Incentives and Regulations	220 moderate income units (between 1988 and July 1995) Develop guidelines and incentives Consider a sliding scale for fee waivers or reductions. Develop procedures to monitor and regulate ongoing affordability.	Not implemented	The General Plan (H-20) was amended in 1999 to allow bonuses for projects that provide more than 15% of the total units affordable to very low, low and moderate- income households. Density-bonus projects with affordable units include: • 1 H Street (20 low income units) • Lone Palm Apts (12 very low and 12 low income units) • Clocktower (5 low income units) • Boyd Court (2 low and 23 moderate income units). • Rafael Town Center (38 units-19 low and 19 moderate income) • Maria B. Freitas (61 senior low-income)	Application of density bonuses, and fee waiver or reduction considerations is project specific. Redevelopment staff and Marin Housing monitor ongoing affordability.	Carry forward with modifications.
H-19 BMR Housing in Market Rate Residential Projects H-20 Affordable Housing Projects H-ee Below Market Rate Housing in Market Rate Residential Projects Evaluation	1992: Consider increasing requirement for moderate income to 15%; establish requirements for projects with fewer than 10 units; increase requirements under H-20.	Incomplete.	Under § 14.16.030, housing developments with 10 units or more must have 10% of the units affordable to low and moderate income households. Based upon an analysis of local wages and housing costs, the General Plan policy was amended to add "very low" income category as a requirement for rental BMR inclusionary housing.		Carry forward with modifications.
H-39 Neighborhood Mix of Residential Care Facilities and Emergency Shelters H-40 Neighborhood Relations	1990-91	Complete.	An inter-jurisdictional Blue Ribbon Countywide Report was completed early 1990s. In response, San Rafael approved a day services center at Ritter House in downtown and expanded capacity at two homeless shelters.	San Rafael seeks to meet its fair share of homeless housing needs, but does not assume the responsibilities of other Marin towns.	Carry forward with modifications to update the program.

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
Involving Emergency Shelters and Residential Care Facilities H-41 Admissions Priority for Emergency Shelters for the Homeless H-ff Emergency Housing					
H-28 Second Units H-30 Illegal Units H-gg Second Units	35 new second units (between 1988 –July 1995)(average 4 units per year)	Ongoing.	Between 1988 and 1995, 34 second units were approved. As of 2000, 77 second units have been permitted. To assess affordability of legal second units, in 1990 and 2001 surveys were sent to homeowners. The results showed 25% of the units were rent-free, and the rental range was from affordable to low to moderate income households.	• The requirement that there be covered parking for two cars makes it difficult to create second units on small lots, or older homes that do not already have two covered parking spaces. • The time and costs associated with the permit process can deter homeowners from adding a second unit or legalizing an illegal unit.	Carry forward with modifications.
H-31 In-Lieu Fees for Nonresidential Projects H-hh In-Lieu Housing Fees Evaluation	Evaluate fee by 1991		No formal study on the feasibility of in-lieu fees for nonresidential projects or projects with 10 or less units has been completed.		Carry forward.
H-15 Future Development H-ii Water Moratorium	Expedite water for affordable projects.	Complete.	Marin Mun. Water District lifted water moratorium in the early 1990's.		Delete.
H-38 Monitor Housing Production H-jj Annual Tracking of Housing Activity	Annual evaluation	Ongoing	The Community Dev. Dept. maintains a record of housing activity. • Marin Housing Authority annually monitors BMR ownership units with ongoing affordability deed restrictions. • Redevelopment monitors units with affordability restrictions and which have received subsidies and rental BMR units. • Affordable housing units developed by non-profits are tracked by funders.		Carry forward.
H-43 Housing Opportunity	NA	Ongoing	a) Former SR Sanitation District: no activity.		Carry forward.

Policy / Program *Ref. # and brief description*	Quantified Objective *where applicable*	Status	Achievements *quantified if possible*	Barriers to Implementation *reasons why it was not implemented or was not able to meet its objectives*	Recommendations *Carry forward as is/ carry forward with modifications/ delete*
Areas H-44 Selection of Housing Opportunity Areas H-kk Housing Opportunity Sites			b) Smith Ranch Area: • Cresta Marin (220 units) • Deer Valley Apts. (171 units) • Smith Ranch Homes (236 senior condos) • McInnis Park II (proposal for 42 units in planning process) c) Downtown Parcels: • 1 H Street (38 units) • 4th & Lincoln (26 units) • Centertown (60 units) • Lone Palm (60 units) • Albert Park Lofts (under construction-111 units) • Rafael Town Center (under construction-113 units)		
H-43 Housing Opportunity Areas H-44 Selection of Housing Opportunity Areas H-ll Affordable Housing Sites Study	Update study, 1992	Complete.	'86 Study is a good tool with a rating sheet for each site on various factors: zoning, drainage, slope, buildability, availability of services. General Plan updated in 1996 to include new housing opportunities in Downtown.	Need funding to update.	Carry forward as list of housing opportunity sites.
H-43 Housing Opportunity Areas H-44 Selection of Housing Opportunity Areas H-mm Housing Sites Study in Business and Industrial Areas	Long-term priority	No activity.		• Need to retain industrial uses. • Must balance economic development and housing/traffic issues. • Potential conflicts between light industrial and residential uses.	Carry forward as land use program to allow live/work in industrial area around Davidson Middle School

Appendix C

Roadway Segments at Level of Service E[1] and F, 2003

Street	From	To	Direction	AM Peak Speed	AM Peak LOS	PM Peak Speed	PM Peak LOS
A	2nd	5th	NB	9.5	D	5	F
A	5th	2nd	SB	7.2	E	5.6	F
C	2nd	5th	NB	8.5	E	5.1	F
Bellam	Andersen	Kerner	EB	9.4	D	7.1	E
Bellam	Kerner	Andersen	WB	8.6	E	8.4	E
Del Presidio	Las Gallinas	Freitas	NB	6.9	F	8.1	E
Del Presidio	Freitas	Las Gallinas	SB	8.3	E	5.4	F
E	5th	2nd	NB	7.8	E	5.9	F
E	2nd	5th	SB	4.1	F	3.5	F
Grand	4th	2nd	SB	4.7	F	6.9	F
Hetherton	Mission	2nd	SB	7.4	E	5.8	F
Irwin	2nd	Mission	NB	3.9	F	4	F
Lindaro	Andersen	3rd	NB	7.6	E	5	F
Lindaro	3rd	Andersen	SB	3.3	F	7.4	E
Mission	Irwin	Lincoln	WB	5.6	F	4.5	F

(1) Intersections not in Downtown operating at LOS E
Source: San Rafael Department of Public Works, 2003

Appendix D

Recreation Facilities and Acres to Retain through Naylor Legislation

Role of School Facilities and Sites in Meeting Recreational Needs

The role of schools in the provision of recreational facilities and land in San Rafael is a critical one. Many neighborhoods that lack neighborhood parks, or have parks inadequate in size for provision of varied activities depend heavily on neighborhood schools for satisfaction of certain recreational needs, particularly organized sports activities. Nearly all Planning Area schools provide significant sports facilities to their neighborhoods. Both high schools also provide specialized citywide facilities: gyms, swimming pools and free tennis courts largely unavailable elsewhere.

Retention of school recreation facilities is important because the schools provide playfields, hardcourts and other facilities not otherwise available to their neighborhoods and community at large. Second, the schools have existing investments in recreation facilities that would be difficult to replace. Third, schools are often located on the only land left in the neighborhood that is suitable for intensive recreation facilities.

Responding to the surplus schools issue, the State passed the Naylor Bill (Education Code §39390 to §39404), which allows cities to purchase outdoor school recreation facilities at reduced prices. To qualify, the City or other public agency must have an adopted plan identifying portions of surplus school sites it desires to retain for recreational use. The Naylor legislation is helpful in retaining school recreation facilities but is limited in scope. School gyms, multipurpose rooms, and the City's child care programs are also desirable to retain but do not qualify for purchase under Naylor legislation which limits purchases to land which is used for school playground, playing field or other outdoor recreation purposes and open space land particularly suited for recreational purposes.

School acreage within City limits that the City may wish to purchase through Naylor rights if the site is surplused and offered for sale are identified below. Acreage not designated for retention is property the City does not desire to purchase through Naylor rights. Purchase is a last resort and would be considered only if all other lease, dedication or joint maintenance agreements fail, or if it were the most economical option for the City. The City would not purchase schools outside city limits. Closed school sites within the City limits which have not been officially designated "surplus" which the City may eventually wish to purchase through Naylor rights are also shown.

A priority listing of recreation facilities at all closed school sites in the Planning Area, based on the variety of facilities provided, the site's importance to City sports programs, and the site's importance in meeting neighborhood and other community recreation needs is included. Highly rated schools have a variety of facilities that are well used by the community. Lower priority facilities are of neighborhood importance but receive less community-wide use. This listing is to facilitate evaluation of potential purchases, negotiations for lease arrangements, etc. The City would consider purchase of sites within City limits only. However, if currently unincorporated areas are annexed to the City, the City would evaluate recreation facilities at schools in these areas in accordance with this listing.

Designation of certain school facilities for retention means the City will, if possible, attempt to secure those facilities for future recreation use if a site is to be sold. As soon as the school district decides to sell the site, the City and school district will need to work together to decide upon the most appropriate strategy to retain those facilities. If purchase is necessary, the City would ultimately have the responsibility for securing funding in a timely manner, with the help and cooperation of the districts and interested neighborhood and organized sports groups. Prior to any purchase, cost benefit studies would analyze the ongoing maintenance costs to the City.

Exhibit EE: Recreation Facilities and Acres to Retain through Naylor Legislation

CITY OF SAN RAFAEL

Priority	School	School District	Surplus Site?	Total Acres	Recreation Facilities	Recreational Acres (approx.)	Facilities (A)	Use (B)	Neighborhood recreational facilities (C)	Community-wide facilities (D)	Total
High	Don Timoteo (leased to St. Mark's)	Dixie	No	10	Playfields Hardcourts Parking Child care program	5.25	3	3	1	1	8
Not a priority	Laurel Dell Primary	SRCS	No	1		0	0	1	0	1	
Not a priority	Davidson Annex	SRCS	No	1.2		0	0	0	1	0	1
Low	Nova Albion (currently school district offices)	Dixie	Yes	10.4	Community garden Playfield	3	1	0	1.5	1	3.5
High	San Pedro	SRCS	No	7.25	Playfields Parking	3	1	2	3	0	6
High	San Rafael High	SRCS	No	29.2	Football stadium Gyms Parking Playfields Swimming pool Tennis courts Track	8.75	3	3	3	1	10
High	Santa Margarita (leased to a variety of entities)	Dixie	No	11	Playfields Multipurpose room	6	2	2.5	2	0	6.5

EVALUATION SCALE

A Variety of Facilities: 1 = few; 3 = many and/or significant
B [illegible] by Sports Groups; 0 = no regular use; 1 = light use; 2 = medium use; 3 = heav[illegible]
C [illegible]equacy of Neighborhood recreational facilities: 1 = adequate; 2 = marg[illegible], 3 = inadequate
D Unique/Important Community-wide Public Facilities: 1=yes

Priority	School	School District	Surplus Site?	Total Acres	Recreation Facilities	Recreational Acres (approx.)	Facilities (A)	Use (B)	Neighborhood recreational facilities (C)	Community-wide facilities (D)	Total
Low	Short	SRCS	No	1	Child care programs	0	1	0	1	1	3
High	Terra Linda High	SRCS	No	30.2	Gyms Parking Playfields Tennis courts	9.1	3	3	1.5	1	8.5

UNINCORPORATED SAN RAFAEL PLANNING AREA

Priority	School	School District	Surplus Site?	Total Acres	Recreation Facilities	Recreational Acres (approx.)	Facilities (A)	Use (B)	Neighborhood recreational facilities (C)	Community-wide facilities (D)	Total
High	Gallinas (old)	SRCS	No		Playfields		1	2	2	0	5
Low	Lucas Valley (leased to Waldorf)	Dixie	Yes		Playfields Tot lots		1	1	1	0	3
High	Mary Silveira	Dixie	No		Playfields		1	2	2	0	5
High	McPhail	SRCS	No		Playfields		1	1.5	2	0	4.5
High	Dixie	Dixie	No		Playfields		1	1.5	2.5	0	5

EVALUATION SCALE

A Variety of Facilities: 1 = few; 3 = many and/or significant
B Use by Sports Groups; 0 = no regular use; 1 = light use; 2 = medium use; 3 = heavy use
C Adequacy of Neighborhood recreational facilities: 1 = adequate; 2 = marginal; 3 = inadequate
D Unique/Important Community-wide Public Facilities: 1=yes

Appendix E

Earthquake Intensity

The following exhibits shall be used to identify if buildings shall be inspected following an earthquake, consistent with policy S-10, Post Earthquake Inspections. The Modified Mercalli Intensity scale is a subjective scale and would require City staff to judge the intensity of any earthquake felt within the Planning Area. An intensity VII earthquake would be major earthquake and would represent a notable event felt by most people in the Planning Area. The exhibit below shows at what distance, in kilometers, from the Planning Area a Magnitude 5, 6, 7, or 8 earthquake should result in a Modified Mercalli Scale intensity of about VII. As shown in this exhibit, intensity VII would be experienced at lower Magnitude earthquakes at greater distances on soft soils than on firm soils or rock. For example, a Magnitude 6 earthquake occurring about 65 kilometers from San Rafael would be experienced as an intensity VII on the Mercalli Scale in the parts of San Rafael that are on soft soils, but not in the parts that are on firm soils or rock. A Magnitude 8 earthquake occurring about 65 kilometers from San Rafael would be needed for an intensity VII on the Mercalli Scale in parts of the Planning Area, on firm soils, and rock.

Exhibit FF: Modified Mercalli Scale

Average Peak Velocity (cm/s)	*Intensity Value and Description*	*Average Peak Acceleration (g =9.80 m/s)*
	I. Not felt except by a very few under especially favorable circumstances.	
	II. Felt only by a few persons at rest, especially on upper floors of buildings. Delicately suspended objects may swing.	
	III. Felt quite noticeably indoors, especially on upper floors of buildings, but many people do not recognize it as an earthquake. Standing automobiles may rock slightly. Vibrations like passing of truck. Duration estimated.	
1-2	**IV.** During the day felt indoors by many, outdoors by few. At night some awakened. Dishes, windows, doors disturbed; walls make creaking sound. Sensation like heavy truck striking building. Standing automobiles rocked noticeably.	0.015g-0.02g
2-5	**V.** Felt by nearly everyone, many awakened. Some dishes, windows, and so on broken; cracked plaster in a few places; unstable objects overturned. Disturbances of trees, poles, and other tall objects sometimes noticed. Pendulum clocks may stop.	0.03g-0.04g
5-8	**VI.** Felt by all, many frightened and run outdoors. Some heavy furniture moved; a few instances of fallen plaster and damaged chimneys. Damage slight.	0.06g-0.07g
8-12	**VII.** Everybody runs outdoors. Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable in poorly built or badly designed structures; some chimneys broken. Noticed by persons driving cars.	0.10g-0.15g
20-30	**VIII.** Damage slight in specially designed structures; considerable in ordinary substantial buildings with partial collapse; great in poorly built structures. Panel walls thrown out of frame structures. Fall of chimneys, factory stack, columns, monuments, and walls. Heavy furniture overturned. Sand and mud ejected in small amounts. Changes in well water. Persons driving cars disturbed.	0.25g-0.30g
45-55	**IX.** Damage considerable in specially designed structures; well-designed frame structures thrown out of plumb; great in substantial buildings, with partial collapse. Buildings shifted off foundations. Ground cracked conspicuously. Underground pipes broken.	0.50g-0.55g
More than 60	**X.** Some well-built wooden structures destroyed; most masonry and frame structures destroyed with foundations; ground badly cracked. Rails bent. Landslides considerable from riverbanks and steep slopes. Shifted sand and mud. Water splashed, slopped over banks.	More than 0.60g
	XI. Few, if any, (masonry) structures remain standing. Bridges destroyed. Broad fissures in ground. Underground pipelines completely out of service. Earth slumps and land slips in soft ground. Rails bent greatly.	
	XII. Damage total. Waves seen on ground surface. Lines of sight and level distorted. Objects thrown into the air.	

Source: *Earthquakes - Newly Revised and Expanded,* Bruce A. Bolt, Appendix C - Abridged Modified Mercalli Intensity Scale, W.H. Freeman and Co., 1993.

Exhibit GG:

Approximate Earthquake Magnitude and Distances (km) for a Mercalli Scale Intensity Value VII within San Rafael Planning Area.

Soil Type	*Moment Magnitude*			
	5	*6*	*7*	*8*
Soft Soil	< 30 km	< 65 km	< 180 km	< 500 km
Firm Soil / Rock	< 10 km	< 20 km	< 40 km	< 70 km

Source: Miller Pacific Engineering Group.

Appendix F

GEOTECHNICAL REVIEW

GEOTECHNICAL REVIEW INTRODUCTION

Geotechnical review is an important part of City project review. Applications for master plan zoning, subdivision, use permit/grading permit, design review, or conditional certificates of compliance require geotechnical studies. If the site is rated 3 or 4 (most hazardous) on the General Plan Geoseismic or Slope Stability Maps, a Geotechnical Investigation Report will be required for projects to be deemed complete. If the site is rated 1 or 2, a preliminary Geologic Report will be required. A Geotechnical Investigation may also be required on a more stable site if the use is a defined "critical use" or if the site is downslope of possible debris flow avalanche areas.

Additionally, for use permits, subdivisions except lot line adjustments, design review permits and master plan zonings located on artificial fill or on land which has been used by businesses, the preliminary Geotechnical Report would include a preliminary hazardous materials evaluation. If the preliminary evaluation identifies evidence of hazardous materials, a Hazardous Waste Investigation Report will be required.

The contents of the Preliminary Geologic Report, the Geotechnical Investigation Report and Hazardous Waste Investigation Report are identified in the attached Geotechnical Review Matrix.

GEOTECHNICAL REVIEW MATRIX CONTENTS

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Geotechnical Review Matrix 12

EXPLANATION OF GEOTECHNICAL REVIEW MATRIX FOR SAN RAFAEL GENERAL PLAN 2000

The Geotechnical Review Matrix (Exhibit 1) summarizes the geotechnical requirements for various types of land use projects during different stages of government processing. The level of investigation for each project is related to public safety and the geologic risks associated with the site. Projects which have the greatest potential impact on public safety and that are proposed on lands with high geologic risk have the strictest requirements.

It is the intent of the matrix to help members of the community to plan and organize for projects presented to the City. It is also intended that the matrix will recognize a standard of practice pursued by geotechnical consultants. The main purpose of the matrix is to require a level of effort that is prudent and economically fair to developers and that adequately reduces the community's risks associated with geologic hazards. Another purpose of the matrix is to reduce the time needed by the City to make decisions by providing a means of objectively reviewing projects.

The governmental approval processes affecting land use projects are listed in the left-hand column of the matrix. The four land use categories listed across the top of the matrix are defined below:

Critical Use: Hospitals and related care centers, schools, auditoriums, churches and theaters, fire and police stations, transportation centers and facilities, major utilities, and communication facilities.

High Occupancy: Residential (single-family, apartments and PUDs); commercial (office buildings, restaurants and retail stores); and light and heavy manufacturing and assembling.

Low Occupancy: Warehouses, storage facilities and distribution centers.

Parks/Open-Space: Parks, marinas, and public and private open-space.

The relative slope stability and geo-seismic hazard zones are indicated by the numbers 1, 2, 3 and 4. The relative slope stability zones are based on the slope stability maps of San Rafael and other portions of eastern Marin County prepared by the California Division of Mines and Geology in 1976. The slope stability zones used by the California Division of Mines and Geology are defined as follows:

Zone 1 - The most stable category. This zone includes resistant rock that is either exposed or is covered only by shallow colluvium or soil. Also included in this zone are broad, relatively level areas along the tops of ridges or in valley bottoms that may be underlain by material that is quite weak (such as Franciscan melange and alluvium) but occupies a relatively stable position.

Zone 2 - Includes narrow ridge and spur crests that are underlain by relatively competent bedrock, but are flanked by steep, potentially unstable slopes.

Zone 3 - Areas where the steepness of the slopes approaches the stability limits of the underlying geological materials. Some landslide deposits that appear to have relatively more stable positions than those classified within Zone 4 are also shown here.

Zone 4 - The least stable category. This includes most landslide deposits in upslope areas, whether presently active or not, and slopes where there is substantial evidence of downslope creep of the surface materials. These areas should be considered naturally unstable, subject to potential failure even in the absence of man's activities and influences. Banks along deeply incised streams are also included in Zone 4.

These judgments are interpretive, and generally apply to large areas. Within each area conditions may range locally in detail through all stability categories. Hence, an area designated 1 may locally contain unmapped landslides, and an area designated 4 may locally contain relatively stable sites." Debris-avalanche landslides move rapidly downslope and may travel thousands of feet crossing over areas zoned 1 through 3 as well as Zone 4 areas. Areas in Zones 1 through 3 that may be affected by such landslides, in the judgment of a Certified Engineering Geologist, shall be downgraded to Zone 4 areas. In general, slope stability zones should be re-evaluated by a Certified Engineering Geologist during site-specific investigations. Based on such investigations, the City may upgrade or downgrade the mapped slope stability in some areas.

The relative geo-seismic hazard zones are based primarily on a rating system that assigns a geo-seismic hazard rating for each of the geologic units in the planning area. The system rates from 1 to 4 the geo-seismic hazard associated with each geologic unit shown on the California Division of Mines and Geology Maps of the San Rafael Vicinity prepared in 1976. Geologic units are defined on the State maps. Geo-seismic hazards include, but are not limited to, landslides, soil creep, expansive soil, seismic shaking, seismically induced ground failure, surface fault rupture, tsunamis, flooding, and high ground water table. Units rated as Zone 1 are the least hazardous. The hazard rating assigned to each geologic unit is derived from the work of the California Division of Mines and Geology. These ratings with some modifications are indicated on the following table:

GEOLOGIC UNIT	GEOSEISMIC HAZARD ZONES
Qaf (Fill) Fill is assumed to be 4. If investigation shows fill to be engineered, the fill will be assigned the number of the underlying geologic unit.	
Landslides	4
Qm (Bay mud)	4
Qa (Alluvium)	2
Qc (Colluvium)	Slope stability 1 or 2 = 2 Slope stability 3 or 4 = 4
Tv (Volcanic Rocks)	1
Ks (Arkosic Sandstone and Shale)	1
Kjs (Graywacke Sandstone and Shale)	1
Kjch (Chert)	1
Kjg (Basaltic Volcanic Rocks)	1
Kjsch (Metamorphic Rocks)	Slope Stability 1 or 2 = 2 Slope Stability 3 or 4 = 4
Fm (Franciscan Melange)	3
Fm (Creeping)	4

The capital letters A through D in each geologic risk zone column of the Matrix indicate the levels of report required for a particular land use project in a specific risk zone at a particular stage of governmental process.

REPORT DOCUMENTATION GUIDELINES

This section provides guidelines for the content of various geotechnical reports submitted to the city at different stages of project review. The content of each level of report should include, but may not be limited to the items listed below. Since different physical conditions demand differing reports, the content indicated for each report should be flexible. The city, however, may not accept reports that omit content guidelines without the City's prior approval. Geologic reports shall be prepared by a Certified Engineering Geologist (CEG) and soil engineering reports shall be prepared by a Registered Geotechnical Engineer (RGE). When reports require input from both disciplines, the reports shall be jointly prepared by a CEG and a RGE. It is the City's policy to evaluate not only the development site and its effect on adjacent properties, but also adjacent properties that may affect the site.

A. PRELIMINARY GEOLOGIC REPORT

This report is intended as an overview of site conditions. Its purpose is to identify obvious geologic hazards and geotechnical problems and considerations, and to provide a preliminary assessment of the suitability of the site for the project. The level of effort may vary depending on the site conditions.

The study should include:

1. A review of the site history and previous geologic/soils maps, literature and reports.

2. Consultation with prior geotechnical investigators as judged necessary.

3. Interpretation of stereopaired aerial photographs as conditions warrant.

4. A field reconnaissance of the site and vicinity.

5. Subsurface exploration if judged necessary to assess unclear geologic conditions.

6. Review of the engineering aspects of the proposed site including size and type of structures, and magnitude and extent of grading.

7. Review of historical land uses, nature of fill and site characteristics for evidence/potential of hazardous materials. (Refer to General Plan Exhibit 27, Geology and Stability for preliminary mapping of areas of concern).

8. Preparation of a written report which includes the following information:

    a) A description of the proposed project and its location.
    b) The general setting of the area being investigated including the location, size, history, topography, drainage and general soil/geologic conditions.
    c) A detailed geologic map of the site (exceptions are discussed under the heading Geologic Maps in the Report Documentation section).
    d) A discussion of Geologic hazards.
    e) The geotechnical feasibility of the proposed project, basic geotechnical problems, and generalized mitigation measures to be considered.
    f) A discussion of the engineering aspects of the site and proposed project. The discussion should address foundation types for proposed structures, retaining systems, grading considerations, stability of cut slopes and constructed embankments, settlement of the site and adjacent sites due to existing conditions, proposed construction, and proposed surface and subsurface drainage facilities.
    g) A bibliography of all references used.

B. GEOTECHNICAL INVESTIGATION REPORT

This report stage is intended to define the subsurface conditions, and provide geotechnical conclusions and recommendations for design and construction of the project. The investigation should include the scope of the Level A report as well as the following:

1. Subsurface exploration by test pits or borings. Representative disturbed and undisturbed samples should be taken for laboratory testing. Geophysical instrumentation may be used to provide supplemental information.

2. Laboratory testing of representative samples of soil and bedrock.

3. New (or revised) geologic mapping to reflect data obtained from the subsurface investigation.

4. Analysis of field and laboratory test results.

5. An evaluation of soil and geologic conditions and their effect on the proposed project.

6. A settlement analysis if the site is underlain by Bay Mud or other compressible soils; including assessment of site grades and settlement to account for 30-year elevation of +6 feet MSL or other criteria as determined by the City.

7. An evaluation of soils for liquefaction potential.

8. A site-specific assessment of seismic ground motion for critical use and high hazard zones, particularly Bay Mud sites.

9. A slope stability analysis for embankments constructed on Bay Mud, and for excavation in Bay Mud. A slope stability analysis may also be needed where unretained slopes steeper than 2:1 in soil or 1-1/2:1 in rock are planned or present.

10. Preparation of a written geotechnical investigation report which includes the following information:
    a) A description of the subsurface conditions encountered.
    b) Logs of subsurface explorations and laboratory test results.
    c) A revised geologic map (needed only if geologic conditions differ from the original map).
    d) Subsurface cross-sections, when appropriate.
    e) A discussion of potential geologic hazards and recommended mitigation measures.
    f) Geotechnical recommendations for design and construction of the project which include the following information when appropriate:
        i. foundation support of structures.
        ii. lateral pressures for retaining structures.
        iii. estimated settlement behavior including performance of structures, estimated final grades to achieve 30-year settlement elevations; and discussion of settlement on gravity flow utilities and subsurface drainage.
        iv. site grading including criteria for cut slopes and embankments on soft soils
        v. site dynamic response spectra.
        vi. pavement design criteria.
        vii. erosion control and winterization measures.
    g) Items recommended to be observed by geotechnical consultant during construction.

Prior to issuance of a building permit and start of construction, the geotechnical consultant should review the construction plans and submit a letter indicating conformance of the plans with the intent of the geotechnical report recommendations. Plan changes may be recommended before plans are approved and a construction permit is issued. Report and plan reviews are performed at the applicants expense.

C. CONSTRUCTION OBSERVATION REPORT

This report documents the geotechnical field observation and testing during construction. Interim or periodic progress reports may be required on larger projects. The report should include:

1. A description of the grading, foundation excavations, subsurface drainage, and hazard mitigation measures performed.

2. A summary of items observed and tested.

3. Unanticipated conditions encountered during grading or construction, and any field changes implemented that differ from the approved grading and construction plans.

4. A statement regarding the conformance or nonconformance of construction to the geotechnical recommendations, and any items not observed or tested during construction.

D. GEOTECHNICAL REVIEW

Prior to acceptance, geotechnical reports are subject to review by the City of San Rafael Geotechnical Review Consultant. The reports are only reviewed for conformance with the geotechnical requirements of the general plan and this document. Additional work, including exploration, testing, and analysis may be recommended if judged necessary by the reviewer. The geotechnical review will usually require a response by the geotechnical consultants.

E. HAZARDOUS WASTE INVESTIGATION REPORT

This report shall be submitted for: sites where hazardous contamination is suspected or encountered, and for investigations of existing or proposed waste dumps sites.

Tasks should include the following:

1. Installation of ground water and/or vadose zone monitoring wells.

2. Laboratory analysis of fills, unconsolidated deposits, water samples and/or gas samples for hazardous waste contamination.

3. Periodic monitoring of gases and/or water samples.

4. Preparation of a written report which includes the following as judged necessary by the geotechnical consultant:
   a) Chemical analysis results of soil ground water, and/or gas samples. (Include values for normal or allowable ranges.)
   b) Boring logs with a description of subsurface materials.
   c) Subsurface permeability test results.
   d) Potentiometric map of ground water in site vicinity.
   e) A map showing the concentrations, lateral extent, and thickness of the contamination zone if ground contamination exists.
   f) A discussion about water supplies that may be affected by contaminated sites.
   g) Recommended mitigation measures for contaminated sites.
   h) Suitability assessment of existing or proposed waste dump sites.

REPORT DOCUMENTATION

Landslide Information

Landslides are one of the most common and serious geologic hazards that affect the San Rafael area, and therefore, should be given special attention by the geotechnical consultant.

A landslide is defined here as the downslope movement of soil and rock material en masse under the influence of gravity. Where landslides affect a site, the consultant should describe, as a minimum, the landslide geometry, mechanics of movement, amount of movement, age of movement, failure surface, ground water conditions, cause(s) of original movement, change in conditions since the last movement, and the degree of present and anticipated future stability. The landslides to be considered include not only landslides on a site, but landslides on adjacent properties that may affect a site. If it appears that a site is not affected by landslides, the consultant should make such a statement in his report.

The above information should be documented by existing literature and observations that may require detailed topographic and geologic mapping, interpretation of aerial photographs, subsurface exploration, sampling and laboratory testing of soil and bedrock, water table measurements, survey measurements to detect movement, slope stability analysis, and the preparation of subsurface cross-sections.

Conclusions and Recommendations

Since conclusions and recommendations are normally the most important portions of a report, they should be described in a separate section. The section should address the following: (1) the effects of the geologic conditions on the proposed land use (2) the effects of the proposed land use on future geologic processes, and (3) the effects of the geologic conditions and proposed land use on surrounding properties.

Geologic Maps

Geologic maps are required with geologic reports with two exceptions:

1. A geologic map may not be necessary for small parcels if the geologic conditions can be completely described in writing or with the aid of geologic sketches to the satisfaction of the City;

2. If a geologic map was included in a previous report a geologic map may be omitted from supplemental reports if the supplemental information does not change the original mapping of geologic conditions.

The base used for geologic maps should be the most recent and legible site plan submitted to the City, and it should be at a scale that is large enough to show pertinent geologic features. The base map should include but not be limited to a bar scale, a north arrow, the source and date, revision dates, the contour interval, and a legend of the engineering and geologic symbols used. If such information is available, the proposed construction areas and proposed grading indicated by contour lines should also be included on the base map.

The geologic map should be of sufficient detail to accurately depict the geologic conditions affecting the study area. The map should include (as is appropriate) geologic formations or other mappable lithologic units; geologic structures; and surficial features in accordance with generally accepted standards and nomenclature. The map should clearly show the geologic features necessary for a complete and accurate evaluation of the feasibility and design of the proposed development. The map should also include the locations of subsurface explorations and geologic sections, if applicable.

Geologic Sections, Subsurface Logs, and Tabulations

Subsurface explorations such as test borings, test pits, geophysical instrumentation, or ground water monitoring wells are needed to accurately identify subsurface conditions. When subsurface work is performed, the information obtained should be documented in reports by use of graphic logs and descriptions. Graphic representations of the logs may be omitted if the subsurface conditions can be described in writing in sufficient detail to satisfy the City.

To fully understand the soil and geologic relationships of subsurface explorations, it may be necessary to prepare a geologic section (subsurface profile) drawing across the site.

Laboratory test results should be included on logs or presented on a summary table. Where curves are plotted to analyze laboratory test results, the graphic representation of such curves should be presented in the geotechnical report.

GLOSSARY

bedrock - A general term for the rock, usually solid, that underlies soil or other unconsolidated, superficial material.

boring - A hole made while drilling, such as for oil or soil samples.

compaction - The densification of soil by means of mechanical manipulation.

contour line - A line connecting points of equal value (generally elevation) above or below some reference value such as a datum plane. Contour lines are commonly used to depict topographic or structural shapes.

cross-section - A diagram or drawing that shows geologic features transected by a given vertical plane.

debris avalanche - The very rapid and usually sudden sliding and flowage of incoherent, unsorted mixtures of soil and weathered bedrock.

dynamic response - A site specific assessment of seismic ground motions indicating the nature and severity of motions which can cause shaking of a structure. It is usually performed for critical use facilities and sites with potentially hazardous conditions such as bay mud, loose saturated sands, and sanitary landfill.

earthquake - Groups of elastic waves propagating in the earth, set up by a transient disturbance of the elastic equilibrium of a portion of the earth.

embankment - A linear structure, usually of earth or gravel, constructed so as to extend above the natural ground surface and designed to hold back water from overflowing a level tract of land, to retain water in a reservoir, tailings in a pond, or a stream in its channel, or to carry a roadway or railroad; e.g., a dike, seawall, or fill.

erosion - The wearing away of soil and rock as a result of the movement of wind, water, and/or soil.

expansive soil - A soil usually of clayey character, which changes volume with changes in moisture content. As the moisture of the soil increases, the soil swells or expands, as the moisture content decreases, the soil shrinks.

fault - a fracture in the earth's crust along which there has been displacement.

fill - Man-made deposits of soil and/or waste material.

formation - A persistent body of igneous, sedimentary, or metamorphic rock, having easily recognizable boundaries that can be traced in the field without recourse to detailed paleontologic or petrologic analysis, and large enough to be represented on a geologic map as a practical or convenient unit for mapping and description.

geophysical exploration - An indirect method of determining structure and composition of underground geological formations. The principle involved includes the use of electric, gravity, magnetic, seismic, or thermal instrumentation.

ground failure - A permanent differential ground movement capable of damaging or seriously endangering a structure.

groundwater level - The elevation of the water table or another potentiometric surface at a particular place or in a particular area, as represented by the level of water in wells or other natural or artificial openings or depressions communicating with the zone of saturation.

grading - The removal or placement of earth material by mechanical means during preparation of construction sites.

landslide - The downslope movement of soil and rock material en masse under the influence of gravity.

liquefaction - In cohesionless soil, the transformation from a solid to a liquid state as a result of increased pore pressure and reduced effective stress.

permeability - The property or capacity of a porous rock sediment, or soil for transmitting a fluid; it is a measure of the relative ease of fluid flow under unequal pressure.

potentiometric surface - An imaginary surface representing the total head of ground water and defined by the level to which water will rise in a well. The water table is a particular potentiometric surface.

seismic shaking - Earthquake shaking.

settlement - The reduction of surface elevation due to the compressibility of underlying soils.

slope - An inclined ground surface, the inclination of which is expressed as a horizontal distance to a vertical distance. A 2:1 slope indicates distances of 2 horizontal to 1 vertical.

slope stability - The resistance of a natural or artificial slope or other inclined surface to failure by landsliding.

stereopaired - An overlapping pair of photographs that, when properly oriented and used with a stereoscope, gives a three-dimensional view of the area of overlap.

test pits or test trenches - subsurface excavations other than borings that are usually large enough for a man to enter for the purpose of visual observation, sampling, and mapping.

tsunami - A gravitational sea wave produced by any large-scale, short duration disturbance of the ocean floor, principally by a shallow submarine earthquake, but also by submarine earth movement, subsidence, or volcanic eruption and may pile up to heights of 30 m or more and cause much damage on entering shallow water along an exposed coast.

vadose zone - A subsurface zone containing water under pressure less than that of the atmosphere, including water held by capillarity; and containing air or gases generally under atmospheric pressure. This zone is limited above by the land surface and below by the surface of the zone of saturation.

unconsolidated material - (a) A sediment that is loosely arranged or unstratified, or whose particles are not cemented together, occurring either at the surface or at depth; (b) soil material that is in a loosely aggregated form.

water table - groundwater level.

Exhibit HH:
GEOTECHNICAL REVIEW MATRIX

	SLOPE STABILITY & GEO-SEISMIC HAZARD ZONES 1, 2, 3 & 4															
	LAND USE CATEGORY (1)															
	CRITICAL				HIGH OCCUPANCY				LOW OCCUPANCY				PARKS/OPEN SPACE			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Rezoning, Master Plan	A	A	B/D	B/D	A	A	B/D	B/D	A	A	A	A	N/A	N/A	N/A	N/A
Subdivision – Tentative Map, Parcel Map, Conditional Certification of Compliance Design Review	B/D	B/D	B/D	B/D	B	B	B/D	B/D	A	A	B/D	B/D	A	A	B/D	B/D
Use Permit, Grading Permit, Building Permit	B/D	B/D	B/D	B/D	B	B	B/D	B/D	B	B	B/D	B/D	A	A	B/D	B/D
Occupancy Permit, Notice of Completion	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C

Requirements for the following to be determined on a case-by-case basis, dependent upon the specificity of proposal:

- General Plan Amendment
- Annexation
- Rezoning-General
- Subdivision-Other
- Variance
- Open Space Acceptance
- Pre-Application Feasibility

(1) Land Use Categories
Critical Use: Hospitals and related care centers, schools, auditoriums, churches and theaters, fire and police stations, transportation centers and facilities, major utilities, and communication facilities.
High Occupancy: Residential (single-family, apartments and PUDs); commercial (office buildings, restaurants and retail stores); and light and heavy manufacturing and assembling.
Low Occupancy: Warehouses, storage facilities and distribution centers.
Park/Open Space: Parks, marinas, and public and private open-space.

Report type
A Preliminary Geologic Report
B Geotechnical Investigation Report
C Construction Observation Report
D Geotechnical Review

NOTE: A hazardous waste investigation report (E) shall be submitted for sites where contamination is suspected, and for investigations of existing or proposed waste dumpsites.

Appendix G

Existing Traffic Noise Levels (2001)

Road Segment	ADT	Truck %	Speed	L_{dn} Contour Distance from Center of Roadway (feet)				
				80	75	70	65	60
HIGHWAY 101								
Sir Francis Drake to 17/580	150,000	2	65	115	247	533	1,148	2,474
17/580 to Irwin	184,000	2	65	134	288	621	1,339	2,884
Irwin to Mission	135,000	2	65	110	236	509	1,096	2,362
Mission to Lincoln	181,000	2	65	132	284	612	1,318	2,840
Lincoln to No. San Pedro	188,000	2	65	136	293	631	1,359	2,929
No. San Pedro to Freitas	176,000	2	65	130	280	603	1,298	2,797
Freitas to Smith Ranch	176,000	2	65	130	280	603	1,298	2,797
Smith Ranch to Miller Creek	151,000	2	65	118	255	550	1,184	2,551
Miller Creek to n/o Miller Creek	151,000	2	65	118	255	550	1,184	2,551
HIGHWAY 17/580								
Sir Francis Drake to Bellam	40,000	4	65	52	113	244	525	1,131
Bellam to Highway 101	52,000	4	65	62	134	288	621	1,339
ANDERSEN DRIVE								
s/o Bellam	10,122	10.1	36	--	--	46	100	215
n/o Bellam	12,602	6.0	39	--	--	46	99	213
W. FRANCISCO	13,512	4.0	39	--	--	42	90	193
WOODLAND AVENUE								
Bellam to B Street	9,000	7.4	30	--	--	--	80	173
D STREET								
City Limits to 1st Street	13,791	1.0	36	--	--	--	59	126
1st Street to end	9,546	1.0	36	--	--	--	46	99
1ST	5,751	1.0	36	--	--	--	--	70

Road Segment	ADT	Truck %	Speed	L_{dn} Contour Distance from Center of Roadway (feet)				
				80	75	70	65	60
C STREET								
	4,862	1.0	36	--	--	--	--	63
s/o Third								
LINCOLN								
Irwin								
to	7,207	7.0	31	--	--	--	69	148
2nd								
to	13,880	4.0	31	--	--	--	81	174
Mission								
to	19,604	2.0	37	--	--	41	88	190
Linden								
to	23,897	2.0	37	--	--	47	101	217
Highway 101								
HETHERTON								
Highway 101(s)								
to	15,481	2.0	31	--	--	--	66	141
Mission								
to	25,300	2.0	31	--	--	42	91	196
Highway 101(n)								
IRWIN STREET								
DuBois								
to	7,642	9.1	36	--	--	--	78	169
Woodland								
Second								
to	23,257	2	31	--	--	--	86	186
Mission								
SECOND								
Fourth St "Y"								
to	29,752	2.7	30	--	--	51	110	237
Hetherton								
to	20,061	2.7	30	--	--	--	84	182
Third								
THIRD/PT. SAN PEDRO								
Fourth St. "Y"								
to	19,464	2.0	30	--	--	--	74	159
Irwin								
to	20,870	2.0	30	--	--	--	77	166
Jct. W. 2nd								
FOURTH								
San Rafael City Limit (w)								
to	48,002	3.0	26	--	--	63	136	293
Fourth St. "Y"								
to	13,477	3.1	26	--	--	--	59	128
Irwin								
to	6,778	3.0	26	--	--	--	--	80

Road Segment	ADT	Truck %	Speed	L_{dn} Contour Distance from Center of Roadway (feet)				
				80	75	70	65	60
End								
FIFTH								
California								
to	4,900	1.0	28	--	--	--	--	47
H								
to	11,097	1.0	28	--	--	--	--	80
Irwin								
to	5,700	1.0	28	--	--	--	--	52
end								
MISSION								
Court								
to	13,211	1.0	33	--	--	--	52	112
101 on-ramp								
to	9,472	1.0	30	--	--	--	--	80
Mary								
B STREET								
Woodland								
to	11,000	6.0	30	--	--	--	82	177
Second								
to	4,112	2.0	25	--	--	--	--	46
Mission								
GRAND								
Francisco								
to	17,644	1.0	25	--	--	--	44	94
Third								
to	9,257	1.0	25	--	--	--	--	61
Mission								
to	7,832	1.0	34	--	--	--	--	83
Mt. View								
to	3,800	1.0	34	--	--	--	--	51
Villa								
POINT SAN PEDRO								
Jct. W. 2nd Street								
to	21,826	10.0	33	--	--	82	177	382
Marina								
to	17,872	10.0	41	--	--	76	164	353
Manderly								
to	13,106	10.0	36	--	--	55	118	254
Knight								
to	6,000	12.0	36	--	--	--	77	165
Riviera								
to	3,000	15.0	36	--	--	--	54	117
Quarry entrance								
NORTH SAN PEDRO								
Los Ranchitos								
to	7,914	2.0	31	--	--	--	42	90

Road Segment	ADT	Truck %	Speed	L_{dn} Contour Distance from Center of Roadway (feet)				
				80	75	70	65	60
Merrydale								
to	27,308	2.0	31	--	--	45	96	207
Civic Center								
to	14,000	1.0	35	--	--	--	57	122
Meadow								
to	8,000	1.0	40	--	--	--	48	104
East of Meadow								
MERRYDALE								
N. San Pedro								
to	18,029	2.0	25	--	--	--	57	122
101 on-ramps								
CIVIC CENTER DRIVE								
N. San Pedro								
to	10,768	1.0	41	--	--	--	62	133
Freitas								
REDWOOD HIGHWAY	15,200	3.8	35	--	--	--	83	180
LOS RANCHITOS								
Highway 101(s)								
to	9,377	1.0	35	--	--	--	43	93
N. San Pedro								
to	9,292	2.0	35	--	--	--	49	107
Northgate(s)								
MANUEL FREITAS								
Montecillo								
to	5,000	1.0	40	--	--	--	--	76
Las Pavadas								
to	14,425	4.0	40	--	--	45	97	208
Las Gallinas								
to	19,316	4.0	40	--	--	54	117	253
Civic Center								
LAS GALLINAS								
Northgate								
to	9,940	2.0	38	--	--	--	58	125
Freitas								
to	10,068	1.0	38	--	--	--	52	112
Lucas Valley								
to	7,038	1.0	38	--	--	--	41	88
Miller Creek								
LUCAS VALLEY								
Mt. McKinley								
to	7,739	2.0	45	--	--	--	64	137
Miller Creek								
to	11,000	2.0	40	--	--	--	67	145
Las Gallinas								

Road Segment	ADT	Truck %	Speed	L_{dn} Contour Distance from Center of Roadway (feet)				
				80	75	70	65	60
to Highway 101	18,846	2.0	40	--	--	45	96	207
SMITH RANCH ROAD	11,398	4.0	45	--	--	45	96	207
MILLER CREEK								
Las Gallinas to Highway 101	7,000	2.0	38	--	--	--	46	99
CANAL	6,241	1.0	31	--	--	--	--	63
MEDWAY	8,414	4.0	31	--	--	--	58	125
BELLAM								
e/o Kerner to Kerner	8,276	2.0	34	--	--	--	47	101
to Highway 580	28,456	6.3	34	--	--	78	168	363
to Anderson	24,314	7.1	34	--	--	75	161	346
KERNER								
Irene to Bellam	6,265	5.7	34	--	--	--	59	126
to Larkspur	10,002	2.0	30	--	--	--	47	102
to Canal	8,682	1.0	30	--	--	--	--	75
E. FRANCISCO								
s/o Bellam	10,173	13.0	39	--	--	57	122	263
n/o Bellam	17,897	6.0	31	--	--	54	116	251

Appendix H

Future Traffic Noise Levels (2020)

Road Segment	Increase in L_{dn} with Project (dB)	L_{dn} Contour Distance from Center of Roadway Future Condition with Project (feet)				
		80	75	70	65	60
HIGHWAY 101						
Sir Francis Drake to 17/580	0.4	123	265	570	1,229	2,647
17/580 to Irwin	0.4	143	309	666	1,434	3,089
Irwin to Mission	0.5	118	255	549	1,182	2,548
Mission to Lincoln	0.5	142	307	661	1,425	3,070
Lincoln to No. San Pedro	0.5	147	318	684	1,474	3,176
No. San Pedro to Freitas	0.5	140	301	649	1,399	3,014
Freitas to Smith Ranch	0.5	141	303	653	1,407	3,032
Smith Ranch to Miller Creek	0.5	128	276	595	1,283	2,764
Miller Creek to n/o Miller Creek	0.5	128	276	595	1,283	2,764
HIGHWAY 17/580						
Sir Francis Drake to Bellam	0.5	57	123	264	569	1,226
Bellam to Highway 101	0.4	67	143	309	666	1,434
ANDERSEN DRIVE						
s/o Bellam	0.8	--	--	53	113	244
n/o Bellam	0.8	--	--	52	113	243
W. FRANCISCO	1.6	--	--	53	115	248
WOODLAND AVENUE Bellam to B Street	0.7	--	--	41	89	192
D STREET City Limits to 1st Street	0.3	--	--	--	61	132
1st Street to end	0.6	--	--	--	50	109
1ST	0.1	--	--	--	--	71
C STREET s/o Third	0.0	--	--	--	--	63
LINCOLN Irwin to 2nd	0.8	--	--	--	77	167

Road Segment	Increase in L_{dn} with Project (dB)	L_{dn} Contour Distance from Center of Roadway Future Condition with Project (feet)				
		80	75	70	65	60
to	0.5	--	--	40	87	188
Mission						
to	0.3	--	--	43	92	198
Linden						
to	0.3	--	--	49	106	228
Highway 101						
HETHERTON						
Highway 101(s)						
to	0.3	--	--	--	69	149
Mission						
to	0.6	--	--	46	100	216
Highway 101(n)						
IRWIN STREET						
DuBois						
to	1.1	--	--	43	92	199
Woodland						
Second						
to	0.4	--	--	43	92	199
Mission						
SECOND						
Fourth St "Y"						
to	0.4	--	--	54	117	252
Hetherton						
to	0.3	--	--	41	89	192
Third						
THIRD/PT. SAN PEDRO						
Fourth St. "Y"						
to	0.4	--	--	--	78	169
Irwin						
to	0.5	--	--	--	84	181
Jct. W. 2nd						
FOURTH						
San Rafael City Limit (w)						
to	0.4	--	--	67	144	311
Fourth St. "Y"						
to	0.3	--	--	--	62	134
Irwin						
to	0.8	--	--	--	42	89
End						
FIFTH						
California						
to	0.4	--	--	--	--	49
H						
to	0.4	--	--	--	--	86
Irwin						
to	1.7	--	--	--	--	67
end						
MISSION						
Court						
to	0.6	--	--	--	57	123
101 on-ramp						
to		--	--	--	40	87
Mary						

Road Segment	Increase in L_{dn} with Project (dB)	L_{dn} Contour Distance from Center of Roadway Future Condition with Project (feet)				
		80	75	70	65	60
B STREET						
Woodland						
to	0.6	--	--	42	90	193
Second						
to	0.6	--	--	--	--	50
Mission						
GRAND						
Francisco						
to	0.7	--	--	--	49	105
Third						
to	0.7	--	--	--	--	68
Mission						
to	0.9	--	--	--	44	95
Mt. View						
to	1.0	--	--	--	--	59
Villa						
POINT SAN PEDRO						
Jct. W. 2nd Street						
to	0.3	--	40	86	186	401
Marina						
to	0.3	--	--	80	172	371
Manderly						
to	0.4	--	--	58	126	271
Knight						
to	0.4	--	--	--	82	177
Riviera						
to	0.4	--	--	--	58	125
Quarry entrance						
NORTH SAN PEDRO						
Los Ranchitos						
to	0.9	--	--	--	49	105
Merrydale						
to	0.7	--	--	49	106	229
Civic Center						
to	0.7	--	--	--	63	135
Meadow						
to	0.7					
East of Meadow						
MERRYDALE						
N. San Pedro						
to	0.8	--	--	--	64	139
101 on-ramps						
CIVIC CENTER DRIVE						
N. San Pedro						
to	0.8	--	--	--	70	150
Freitas						
REDWOOD HIGHWAY LOS RANCHITOS	0.6	--	--	42	91	197
Highway 101(s)						
to	0.3	--	--	--	46	98
N. San Pedro						
to	0.7	--	--	--	55	118
Northgate(s)						

Road Segment	Increase in L_{dn} with Project (dB)	L_{dn} Contour Distance from Center of Roadway Future Condition with Project (feet)				
		80	75	70	65	60
MANUEL FREITAS						
Montecillo to Las Pavadas	0.5	--	--	--	--	82
Las Pavadas to Las Gallinas	0.5	--	--	48	104	224
Las Gallinas to Civic Center	0.5	--	--	59	126	272
LAS GALLINAS						
Northgate to Freitas	0.1	--	--	--	60	128
Freitas to Lucas Valley	0.1	--	--	--	53	114
Lucas Valley to Miller Creek	0.7	--	--	--	45	97
LUCAS VALLEY						
Mt. Mckinley to Miller Creek	0.3	--	--	--	67	144
Miller Creek to Las Gallinas	0.7	--	--	--	74	160
Las Gallinas to Highway 101	1.1	--	--	53	113	244
SMITH RANCH ROAD	0.8	--	--	51	109	235
MILLER CREEK						
Las Gallinas to Highway 101	0.6	--	--	--	50	108
MEDWAY	0.8	--	--	--	65	141
BELLAM						
e/o Kerner to Kerner	0.1	--	--	--	48	103
Kerner to Highway 580	-0.3	--	--	75	161	348
Highway 580 to Anderson	-0.2	--	--	72	155	335
KERNER						
Irene to Bellam	0.5	--	--	--	63	136
Bellam to Larkspur	0.5	--	--	--	51	110
Larkspur to Canal	0.5	--	--	--	--	81
E. FRANCISCO						
s/o Bellam	0.5	--	--	61	131	282
n/o Bellam	0.6	--	--	59	128	276

Source: Rosen Goldberg & Der, Inc.

Appendix I

Potential Open Space Sites

APN	SITUS_FORM	USE_CD_DES	UNITS	ACRES	APN (Prev.)
009-010-22		Commercial - Unimproved	0	55.197	00901022
009-010-24		Commercial - Unimproved	0	20.749	00901024
010-011-49		Single-Resid. - Unimprove	0	2.862	01001149
011-051-32		Single-Resid. - Unimprove	0	8.058	01105123
011-051-33		Single-Resid. - Unimprove	0	7.601	01105123
011-051-34		Single-Resid. - Unimprove	0	6.78	01105123
011-051-35		Single-Resid. - Unimprove	0	3.396	01105123
011-051-36		Single-Resid. - Unimprove	0	1.715	01105136
011-121-10	190 EL CERRITO AVE	Single-Resid. - Improved	1	5.981	01112106
012-031-40		Single-Resid. - Unimprove	0	3.548	01203140
012-081-28		Single-Resid. - Unimprove	0	1.88	01208128
012-121-03		Single-Resid. - Unimprove	0	2.209	01212103
012-272-01	66 UPPER TOYON DR	Single-Resid. - Improved	1	1.427	01227201
012-291-15		Single-Resid. - Unimprove	0	2.21	01229115
013-174-25		Single-Resid. - Unimprove	0	5.673	01317405
013-271-17		Single-Resid. - Unimprove	0	14.237	01327117
013-271-21		Single-Resid. - Unimprove	0	14.983	01327121
015-250-34		Single-Resid. - Unimprove	0	2.603	01525034
018-180-64		Tax Exempt	0	3.406	01318000
018-180-73		Commercial - Unimproved	0	4.678	01318000
018-180-76		Commercial - Unimproved	0	51.645	01318000
165-220-06		Single-Resid. - Unimprove	0	2.484	16522006
165-220-07		Single-Resid. - Unimprove	0	8.8	16522007
185-010-15	100 LOCKWOOD DR	Single-Resid. - Improved	1	3.991	18501015
185-010-16	75 LOCKWOOD DR	Single-Resid. - Improved	1	1.241	18501016
185-010-17	20 FRIAR TUCK LN	Single-Resid. - Improved	1	2.356	18501017

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